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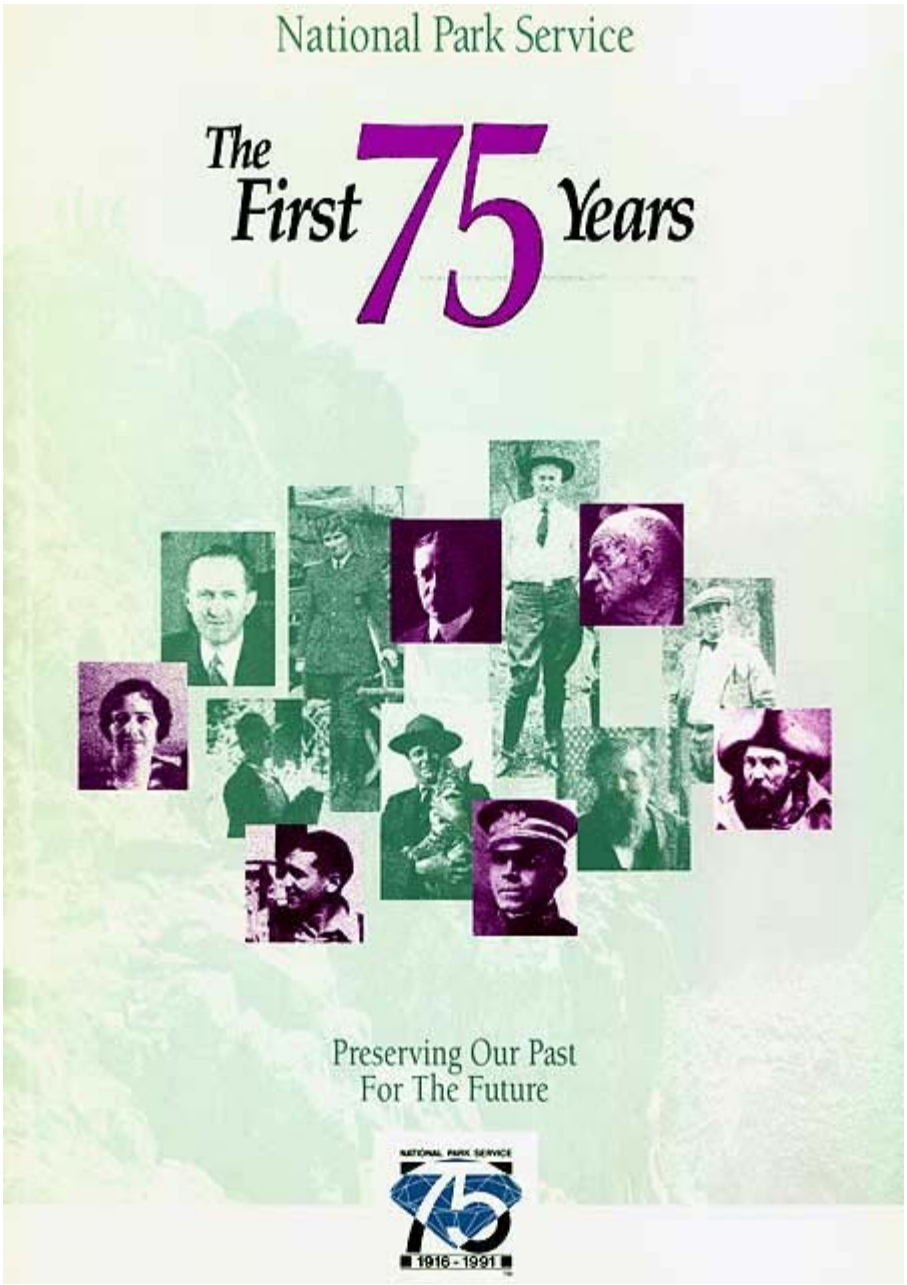
National Park Service

The First 75 Years



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National Park Service

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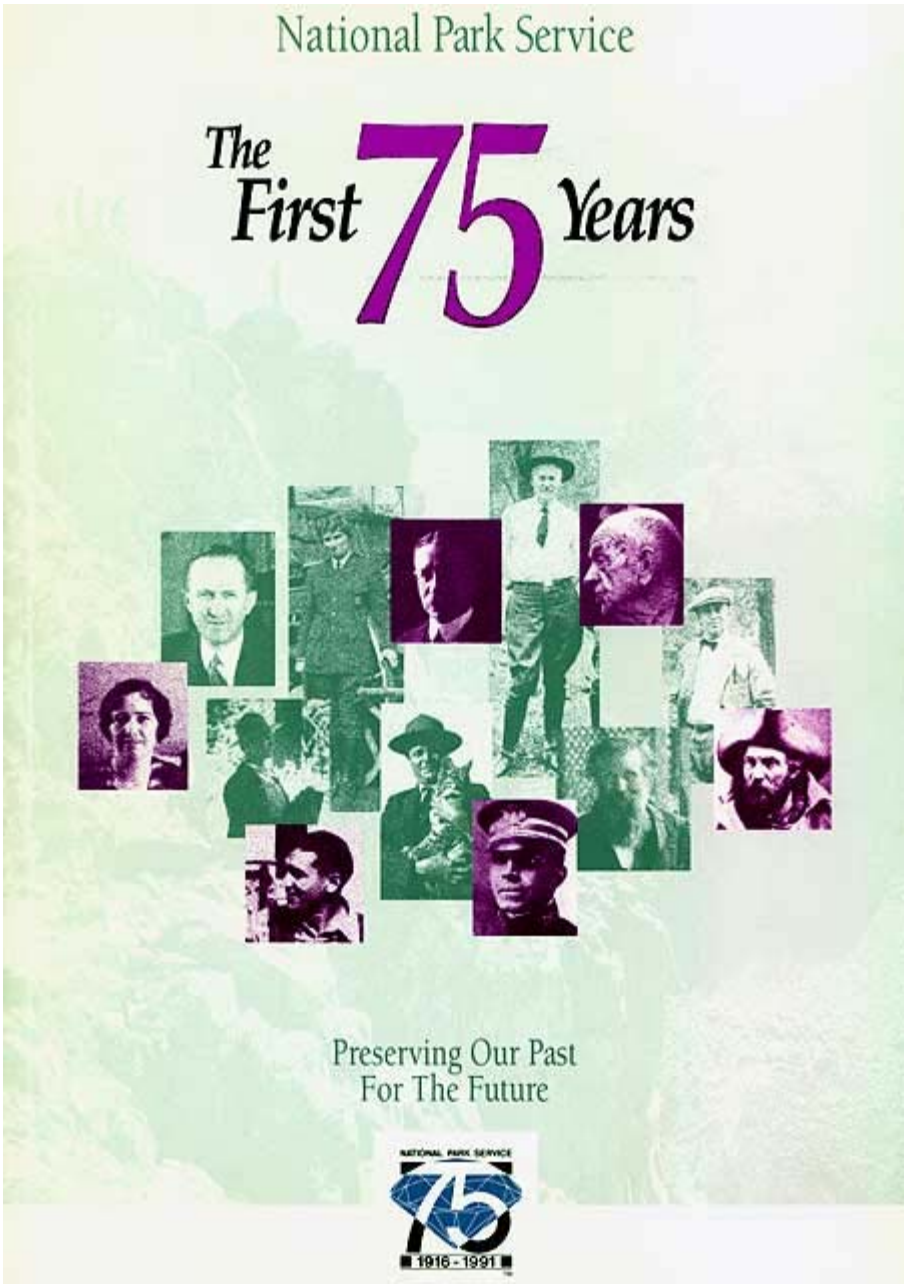

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Preface

"The idea of a national park service strikes me favorably. If the railroads were conducted in the same manner as the national parks, no man would be brave enough to ride from Washington to Baltimore."

Franklin Lane, 1913

Secretary of the Interior Lane may have somewhat overstated the case for creating a new bureau to give organizational cohesiveness to the national parks — but not by much. With only a few exceptions, park resources, visitors, and employees were mutually in harm's way — each a threat to the other. Though 37 national parks and monuments were extant before the Organic Act was passed on August 25, 1916, the collection could hardly be called a "national park system."

Citizens with very special courage, skill, and foresight had created most of the parks and monuments of 1916. Keeping them intact and preserving their collective integrity demanded the same brand of courage and foresight, but required fundamentally different skills.

Pioneering is an act of courage, whether driven by desperation, opportunism or altruism. And joining "the Mather Team" to create a new arm of the bureaucracy was certainly an act of courage. The sociopolitical climate of 1916 hardly seemed stable and fertile for such an effort. People — politicians in particular — had other things on their minds.

- March 1916, five months before passage of the Organic Act, Pancho Villa invaded the United States after murdering seventeen Americans living in

Mexico.

- April 1916, four months before passage of the Organic Act, British troops crushed the "Easter Rising" rebellion, executing numerous Irish Republican leaders.

- July 1916, one month before passage of the Organic Act, the World War I Battle of Somme, France, saw the successful use of armored tanks against German troops; but the "winning" French and British lost 600,000 men in the process.

- By the end of 1916, production records showed that 1,525,578 automobiles were sold during the year, bringing the total sales since production began in the United States around 1900 to 4,508,963!

Furthermore, pioneers in other fields were experimenting with new ideas.

- In sports, the first Rose Bowl game was played (Washington State beat Brown University, 14-0).

- Art of the period — modernism, surrealism, cubism, and abstractionism — saw architects, painters, and sculptors exploring new forms and defying classical parameters of realism.

- Literary changes were underway, too. Jack London died in 1916. His achieving successors that year included James Joyce, Edna Ferber, and Carl Sandburg.

The year 1916, it seems, was indeed a time when courage found many manifestations and, arguably, ignited others.

Few of the Service's "founding fathers" were skilled in working within the framework of a federal bureaucracy. Certainly Mather, Albright, McFarland, Marshall, Yard, and many others brought specific capabilities to their crusade, not the least of which was an ability to marshall support from those who did understand the political and legislative system. The skills of leveraging, persuading, cajoling, entertaining, and even intimidating were all brought into play for the benefit of the National Park Service Act and for the parks themselves. Often these skills were deployed with finesse; other times they were carried out clumsily. Learning how and when to use the skills of persuasion were often acts of sheer temerity, and with experience became matters of judgement.

Foresight is an elusive quality to document. Certainly the men and women who built the National Park Service were fueled by a vision of a park system that could be created by

their industry, energy, and personal commitment. But the magnitude of difference between what was in 1916 and what is in 1991 is astounding. This author asked historian Mary Shivers (Marcy) Culpin if Albright, whom she knew and studied, and Mather could have imagined, in 1916, the enormity of what might be preserved in 1991. Marcy confidently affirmed that they did! Such foresight has been — and will continue to be — a key ingredient for all periods of significant growth in the Service.

This book was not conceived and is not meant to be a complete history nor a comprehensive chronicle of important dates, events, and people of the National Park Service. It is, at best, a primer about the rich and colorful evolution of the Service, the organization that safeguards the system, which some have boldly claimed is "the best idea America has ever had."

The personages highlighted in this book are representatives selected somewhat arbitrarily from the history of the Service. They are not, collectively, a "who's who" of the organization. They are examples of the caliber of individuals who significantly contributed to the integrity of the National Park Service. Their accomplishments and their lifestyles describe, in Aristotelian fashion, the "culture" of the National Park Service. That culture is alive, and these are not obituaries. Role models have always been an integral part of the National Park Service culture. They are more vital now than ever.

At twenty-seven, only one year after the Service was created, Horace Albright stepped into the shoes of leadership, becoming acting director during the one-year absence of a physically and emotionally exhausted Stephen Mather. In his report to the secretary of interior that year, Albright observed, prophetically:

> *"We stand now in the light of a new order of things, but as we gaze back from the threshold of the future to the efforts of the past, accomplishments of large importance gather before us and we recognize in them tremendous influences that will wisely guide us in our onward and upward steps."*

Bill Sontag
National Park Service
Lakewood, Colorado
October, 1990

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Acknowledgements

First National Park Service badge, 1908-1920.

Predictably, in any literary publishing effort, help comes from many diverse quarters. The editor wishes to recognize the timely and generous enthusiasm for the entire project offered by George Minnucci, president, Eastern National Park & Monument Association. Chesley Moroz and Kimberly Law were immensely helpful on this and many 75th Anniversary projects. Their guidance, professionalism, and patience were just the right combination of ingredients.

The thirty-seven authors represented in this work cannot be thanked individually here, but it must be pointed out that they each accepted their tasks graciously and strove to meet my short deadlines. Some were unfamiliar with the pioneer they were asked to "sketch," and therefore were very objective in their reporting. Others were intimately acquainted with their assigned character, and provided vignettes that revealed unabashed affection. All displayed wonderful respect for both the intent of this effort and the accomplishments of their subjects.

Great and diligent assistance was provided by Linda Griffin, park ranger, Rocky Mountain Regional Office, and Tom Durant, photo historian, Harpers Ferry Center, in finding and securing photographs. Additional photographic expertise from staff in the NPS Micrographics Division, Denver Service Center, was both prompt and excellent.

Historical accuracy was verified and improved by Ed Bearss and Barry Mackintosh as well as Marcy Culpin (who also

aided in selection of subjects and corralled some of the biographers). Nancy Sundermeier's word processing greatly facilitated this project; her patience was and is much appreciated. Doug Caldwell and Ron Thoman also provided editorial assistance, promptly and constructively.

Thanks to all.

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Parks and People:

Preserving Our Past For The Future

by Barry Mackintosh

Yosemite Rangers, Yosemite Valley meadow, 1915.

Evolution of a National Park Concept

The diamond anniversary of the National Park Service is an ideal opportunity to examine the evolution of this government bureau established in 1916 to manage the national park system. Clearly, however, the Park Service cannot be understood apart from the park system. Indeed, its story must begin with the parks that preceded it and prompted its creation.

The concept of large-scale natural preservation — the "national park idea" — has been credited to the artist George Catlin. On a trip to the Dakotas in 1832, he worried about the effects of

Harry Yount.
(biography)

America's westward expansion on American Indian civilization, wildlife, and wilderness. They might be preserved, he suggested, "by some great protecting policy of government...in a magnificent park.... A nation's park, containing man and beast, in all the wild[ness] and freshness of their nature's beauty!"

Catlin's vision found partial expression in 1864, when Congress donated Yosemite Valley and the Mariposa Big Tree Grove to California for preservation as a state park. Eight years later, in 1872, Congress reserved the spectacular Yellowstone country in the Wyoming and Montana territories "as a public park or pleasuring-ground for the benefit and enjoyment of the people." There being no state government there yet to which it could be en trusted, Yellowstone remained in the custody of the U.S. Department of the Interior as a national park — the world's first area so designated.

Congress followed the Yellowstone precedent with other national parks in the 1890s and early 1900s, including Sequoia, Yosemite (to which the state park was returned), Mount Rainier, Crater Lake, and Glacier. The idealistic impulse to preserve nature was typically joined by the pragmatic desire to promote tourism: western railroads lobbied for the early parks and built grand rustic hotels in them to boost their passenger business.

William Henry Jackson.
(biography)

The late nineteenth century also saw growing interest in preserving prehistoric Indian ruins and artifacts on the public lands. Congress first moved to protect such a feature, Arizona's Casa Grande Ruin, in 1889. In 1906 it created Mesa Verde National Park, containing the dramatic cliff dwellings of southwestern Colorado. That same year it passed the Antiquities Act, a general authority for presidents to set aside "historic landmarks, historic and prehistoric structures, and other objects of historic or scientific interest" in federal custody as national monuments.

Theodore Roosevelt, president at the time, took advantage of the act to proclaim 18 national monuments before he left office. They included not only cultural features like El Morro, New Mexico, site of prehistoric petroglyphs and

historic inscriptions, and Montezuma Castle, Arizona, an outstanding cliff dwelling, but also natural features like Wyoming's Devils Tower and Arizona's Petrified Forest and Grand Canyon. Congress later "promoted" Petrified Forest, Grand Canyon, and many other natural monuments to national parks.

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Sixth U.S. Cavalry, Mariposa Grove, Yosemite National Park, 1899.

Wildlands Designated...But Vulnerable

Capt. Charles Young.

(biography)

By 1916 the Interior Department was responsible for 14 national parks and 21 national monuments. This collection of areas was not a true park system, however, for it lacked systematic management. Without an organization capable of caring for the parks, secretaries of the interior had been forced to ask the United States Army to detail troops to several of

them, beginning with Yellowstone in 1886. Army engineers and cavalrymen developed park roads and buildings like Fort Yellowstone, enforced regulations against hunting, grazing, timber cutting, and vandalism, and did their best to serve the visiting public. Civilian appointees of varying capabilities superintended the other parks, while most of the monuments received minimal custody. In the absence of an effective central administration, those in charge operated with little coordinated supervision or policy guidance.

John Muir.

(biography)

Lacking unified leadership, the parks were also vulnerable to competing interests. Conservationists of the utilitarian school, who advocated the regulated use of natural resources to achieve "the greatest good for the greatest number," favored the construction of dams by public authorities for water supply, power, and irrigation purposes. When the city of San Francisco sought permission to dam Hetch Hetchy Valley in Yosemite National Park for its water supply after the turn of the century, the utilitarian and preservationist wings of the conservation movement came to blows. "Dam Hetch Hetchy!" cried John Muir in opposition. "As well dam for water tanks the people's cathedrals and churches, for no holier temple has ever been consecrated by the heart of man."

In 1913, however, Congress approved what historian John Ise has called "the worst disaster ever to come to any national park."

J. Horace McFarland.

(biography)

The "rape of Hetch Hetchy," as the preservationists termed it, pointed up the institutional weakness of the park movement. While utilitarian conservation had become well represented in government by the U.S. Geological Survey and the Forest and Reclamation services, no comparable entity spoke for park preservation in Washington. The need for an organization to operate the parks and advocate their interests was clearer than ever.

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Stanley Steamer, second car to enter Yosemite National Park, July 1900.

Creating a Service to Manage the System

Among those recognizing the need for park management was Stephen T. Mather, a wealthy Chicago businessman, vigorous outdoorsman, and born promoter. In 1914 Mather complained to Secretary of the Interior Franklin K. Lane, a former classmate at the

University of California, about the way the parks were being run. Lane challenged Mather to come to Washington and do something about it. Mather accepted the challenge, arriving early in 1915 to become assistant to the secretary in charge of park matters. Twenty-five-year-old Horace M. Albright, another Berkeley graduate who had recently joined the Interior Department, became Mather's top aide.

Stephen T. Mather.
(biography)

Gilbert H. Grosvenor.
(biography)

Mather and Albright took up the crusade for a national parks bureau. That summer they conducted a leading congressman, the editor of the *National Geographic Magazine*, the president of the American Museum of Natural History, the vice president of the Southern Pacific Railroad, and other prominent writers, editors, and opinionmakers on an elaborate pack trip through Sequoia and Yosemite. Gilbert Grosvenor of the National Geographic Society devoted the April 1916 issue to the parks, and favorable articles appeared in *The Saturday Evening Post* and other popular magazines. Mather hired publicist Robert Sterling Yard and obtained funds from 17 western railroads to produce *The National Parks Portfolio*, a lavishly illustrated publication sent to congressmen and other influential citizens.

Robert Sterling Yard.
(biography)

Congress responded as anticipated. Final success came on August 25, 1916, when President Woodrow Wilson signed the long-awaited bill establishing the National Park Service. The act gave the Service responsibility for Interior's national parks and monuments, Hot Springs Reservation in Arkansas (made a national park in 1921), and "such other national parks and reservations of like character as may be hereafter created by Congress." In managing the parks, the Service was directed "to conserve the scenery and the natural and historic objects and the wild life therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations."

Secretary Lane appointed Mather the first director of the National Park Service, and Albright became assistant director. Unfortunately, Mather shortly had to be hospitalized for one of

Frederick Law Olmsted, Jr..
(biography)

several bouts of depression he suffered over the years, leaving the youthful Albright to organize the bureau, obtain its initial appropriations from Congress, and prepare its first park policies.

Franklin Knight Lane.
(biography)

The policies, issued in a letter from Lane to Mather in May 1918, elaborated on the Service's dual mission of conserving park resources and providing for their enjoyment by the public. "Every activity of the Service is subordinate to the duties imposed upon it to faithfully preserve the parks for posterity in essentially their natural state," the letter stated. At the same time, it reflected Mather's and Albright's conviction that more visitors must be attracted and accommodated if the parks and the Park Service were to prosper. Automobiles, not permitted in Yellowstone until 1915, were to be allowed in all parks. "Low-priced camps...as well as comfortable and even luxurious hotels" would be provided by concessioners. Mountain climbing, horseback riding, motoring, swimming, boating, fishing, and winter sports would be encouraged in keeping with the policy that "Every opportunity should be afforded the public, wherever possible, to enjoy the national parks in the manner that best satisfies the individual taste."

Ansel F. Hall.
(biography)

Natural history museums, exhibits, and other activities supporting the educational use of the parks would be promoted as well. Interpretive efforts already underway in several areas soon blossomed into full-scale programs of guided hikes, campfire talks, publications, and exhibits. The first full-time park naturalists were appointed at Yellowstone in 1920 and Yosemite in 1921.

Congress would appropriate no money for park museums until the 1930s; meanwhile, private philanthropy funded museums at Yellowstone, Yosemite, Grand Canyon, and Mesa Verde.

The policy letter also sought to guide

George Wright.
(biography)

further expansion of the park system. "In studying new park projects, you should seek to find scenery of supreme and distinctive quality or some natural feature so extraordinary or unique as to be of national interest and importance," it directed. "The national park system as now constituted should not be lowered in standard, dignity, and prestige by the inclusion of areas which express in less than the highest terms the particular class or kind of exhibit which they represent."

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Bryce Canyon National Park visitors, Queens Garden Trail, circa 1930.
(Courtesy of Union Pacific Museum Collection)

Expanding the Scope

Through the 1920s, the national park system was really a western

Gilbert Stanley Underwood.

(biography)

park system. Of the Service's holdings, only Lafayette National Park in Maine (renamed Acadia in 1929) lay east of the Mississippi River. Reflecting the Service's western orientation, its landscape architecture, engineering, education, and forestry functions were headquartered in San Francisco. Serving as superintendent of Yellowstone after 1919, Horace Albright received the additional job of field assistant director in 1927 to better oversee the parks from that location.

John D. Rockefeller, Jr..

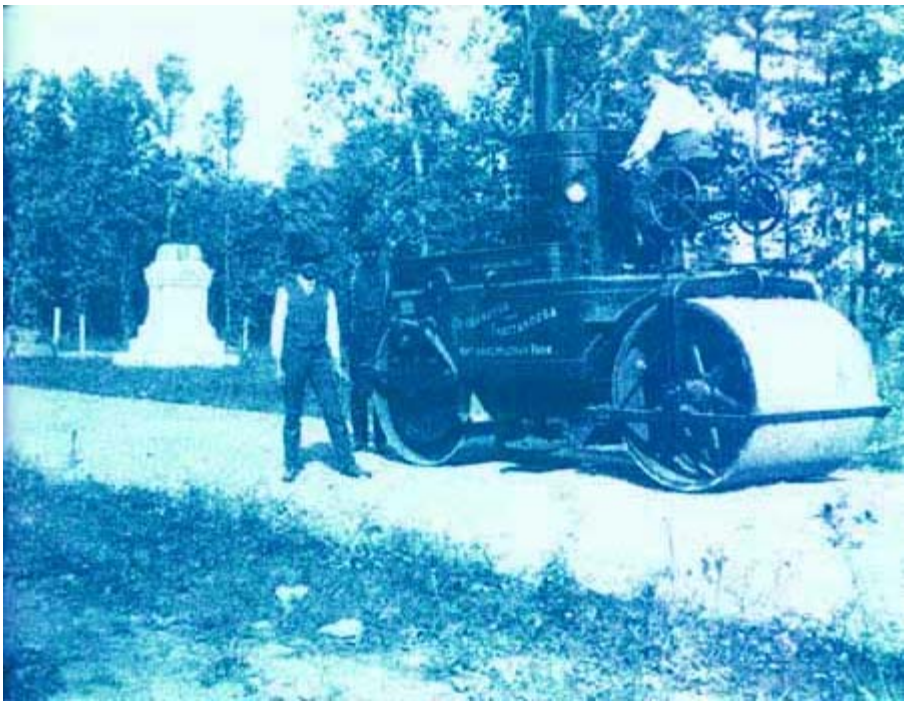
(biography)

If the park system were to benefit America's predominantly eastern population and maximize its support in Congress, it would have to expand eastward. Unfortunately, natural areas meeting national park standards were less common in the East, and most eastern land was in private ownership. In 1926 Congress authorized Shenandoah, Great Smoky Mountains, and Mammoth Cave national parks in the Appalachian region but required that their lands be donated. With the aid of John D. Rockefeller, Jr., and other philanthropists, the states involved gradually acquired and turned over most of the lands needed to establish these parks in the next decade.

Horace Marden Albright.

(biography)

The Service's greatest opportunity in the East lay in another realm — that of history and historic sites. Congress had directed the War Department to preserve a number of historic battlefields, forts, and memorials there as national military parks and monuments. Chickamauga and Chattanooga National Military Park in Georgia and Tennessee was the first battlefield area so designated, in 1890, followed by Antietam National Battlefield Site and Shiloh, Gettysburg, and Vicksburg national military parks. Civil War veterans who had fought at these places were active in the campaigns for their preservation. Other War Department parks and monuments included Fort Marion (later renamed Castillo de San Marcos) in St. Augustine, Florida, Baltimore's Fort McHenry, Abraham Lincoln's Kentucky birthplace, and the Statue of Liberty.



Road construction crew, Chickamauga and Chattanooga National Military Park, circa 1900.

Herma Albertson Baggley.

(biography)

Albright, who had a personal interest in history, sought the transfer of these areas to the National Park Service soon after the bureau was created. After succeeding Mather as director in 1929, Albright resumed his efforts. As a first step, he got Congress to establish three new historical parks in the East under National Park Service administration. Parts of two of these, Yorktown Battlefield at Colonial National Monument, Virginia, and the Revolutionary War encampments at Morristown National Historical Park, New Jersey, edged the Park Service into military history, advancing its case for the War Department's areas. The Service hired its first park historians at Colonial in 1931.

Isabelle Story.

(biography)

Albright's big moment came soon after President Franklin D. Roosevelt took office in 1933. When Roosevelt went to inspect ex-President Herbert Hoover's fishing retreat at Shenandoah National Park for his possible use, Albright was invited to accompany him. On the return drive to Washington through Civil War country, Albright turned the conversation to history and mentioned his plan to acquire the War Department's areas. Roosevelt readily agreed and directed Albright to initiate an

executive order to bring about the transfer.

Frank "Boss" Pinkley.
(biography)

Roosevelt's order, effective August 10, 1933, did what Albright had asked and more. Not only did the Service receive the War Department's parks and monuments, but it also achieved another long-time objective by getting the 15 national monuments then held by the Forest Service — among them Timpanogos Cave in Utah and Walnut Canyon in Arizona. It also assumed responsibility for the national capital parks, then managed by a separate office in Washington. They included the Washington Monument, the Lincoln Memorial, the White House, and Rock Creek Park, a unique urban natural area established simultaneously with Sequoia and Yosemite national parks in 1890.

Roger Wolcott Toll.
(biography)

This merger of all the national military parks, national monuments, and national capital parks in a single national park system had major implications for the National Park Service. With the addition of nearly 50 historical areas in the East, the system and Service were now truly national. Henceforth, the Service would be the leading federal agency in historic as well as natural preservation, acquiring many more historic sites and assuming important historic preservation responsibilities beyond the parks. The national capital parks would give it high visibility in Washington with members of Congress and visitors from around the nation. Of necessity, the Service would become a much larger and more diverse organization.

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by Barry Mackintosh

CCC workers constructing Leigh Lake turnout, Grant Teton National Park, August 1933.

Revising the Mission

Dr. Harold Bryant. (biography)

Along with the influx of parks, the Service received another mission as Roosevelt launched his New Deal: helping to relieve the Great Depression then gripping the nation. Under Service supervision, the Civilian Conservation Corps (CCC) would employ thousands of jobless young men in a wide range of conservation, rehabilitation, and construction projects in both the national and state parks. At the program's peak in 1935, the Service over saw 600 CCC camps, 118 of them in national parklands and 482 in state parks, staffed by some 120,000 enrollees and 6,000

professional supervisors.

In addition to its many park improvements, the CCC had a lasting effect on Service personnel and organization. Many of the professionals hired under its auspices remained on the rolls as career employees. The Service's now-familiar regional structure evolved in 1937 from regional offices established to coordinate the CCC in the state parks. The Southwest Regional Office Building in Santa Fe, New Mexico, an outstanding Spanish-pueblo-revival structure, was completed in 1939 with the aid of CCC craftsmen.

The Service also became involved with areas intended primarily for mass recreation during the 1930s. Begun as depression relief projects, the Blue Ridge Parkway between Shenandoah and Great Smoky Mountains national parks and the Natchez Trace Parkway between Nashville, Tennessee, and Natchez, Mississippi, were designed for scenic recreational motoring. In 1936, under an agreement with the Bureau of Reclamation, the Service assumed responsibility for recreational development and activity at the vast reservoir created by Hoover Dam. Lake Mead National Recreation Area, as it was later titled, was the first of several reservoir areas in the park system. Cape Hatteras National Seashore, the first of several seashore and lakeshore areas, was authorized by Congress in 1937.

Chesapeake and Ohio National Hisorical Park, circa 1965.

Arno B. Cammerer.

(biography)

After engineering the 1933 reorganization, Horace Albright left the Service for private business, turning over the reins to his associate director, Arno B. Cammerer. Cammerer, a competent if not dynamic leader, was succeeded in 1940 by Newton B. Drury, a respected conservationist who had directed the Save-the-Redwoods League in California. With America's entry into World War II a year later, Drury had to preside over a drastic retrenchment in Service

activity. The CCC program was dismantled, and regular appropriations for the park system went from $21 million in 1940 to $5 million in 1943. The number of full-time employees was slashed from 3,500 to under 2,000, and public visits to the parks fell from 21 million in 1941 to 6 million in 1942. Nonessential functions were ordered out of Washington to free space there for the war effort, causing the Service's headquarters to move to Chicago for the duration.

The war had other impacts on the parks and the Service. Many of the national capital parklands were covered with temporary office buildings and housing for the influx of war workers. Park hotels like the Ahwahnee at Yosemite were commandeered for servicemen undergoing rest and rehabilitation. The armed forces used Mount Rainier for mountain warfare training, Joshua Tree National Monument for desert training, and Mount McKinley for equipment testing in Arctic conditions.

Roy E. Appleman.
(biography)

Olaus J. Murie.
(biography)

There were pressures for more destructive uses justified as defense requirements. Timber interests sought to log Sitka spruce in Olympic National Park for airplane manufacture. Ranchers pressed to open many areas for grazing. Mining companies wanted to search for copper at Grand Canyon and Mount Rainier, manganese at Shenandoah, and tungsten at Yosemite. Leaders of scrap drives eyed the many historic cannon at the Service's battlefields and forts. Newton Drury successfully defended the parks against most such demands, yielding only in exceptional circumstances.

The postwar era brought new pressures on the parks as energies devoted to war were redirected to domestic pursuits. Bureau of Reclamation plans to dam wilderness canyons in Dinosaur National Monument touched off a conservation battle recalling Hetch Hetchy. Interior Secretary Oscar L. Chapman's decision to support the project contributed to Drury's departure in March 1951. But this time the park preservationists won: Congress finally declined to approve the Dinosaur dams.

Frank Kowski.
(biography)

Arthur E. Demaray, who had served effectively as associate director under Cammerer and Drury, became director for the eight months remaining before his retirement in December 1951. He was followed by Conrad L. Wirth, a landscape architect and planner who had led the Service's CCC program in the state parks. Wirth faced a park system severely taxed by the postwar travel boom, fueled by increasing personal incomes, leisure time, and automobile ownership. Visits to the national parklands mushroomed from the 6 million of

1942 to 33 million in 1950 and 72 million in 1960. With few improvements since the CCC era, the deteriorating park roads, campgrounds, employee housing, sanitary systems, and other facilities were overwhelmed.

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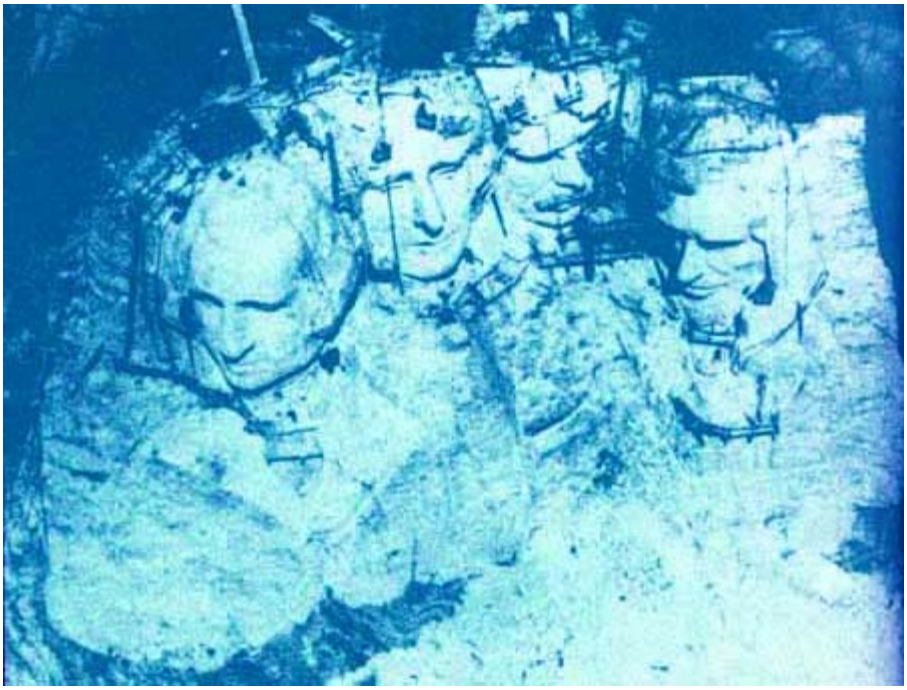
Preserving Our Past For The Future

by Barry Mackintosh



Finishing touches on a national shrine, Mount Rushmore National Memorial, circa 1941.

Rehabilitation and Expansion

Director Wirth's response to the increasing park problems was Mission 66, a ten-year program to upgrade facilities, staffing, and resource management throughout the system by the 50th anniversary of the National Park Service in 1966. President Dwight D. Eisenhower endorsed the program after Wirth gave a slide presentation of park conditions during a January 1956

Conrad L. Wirth.
(biography)

cabinet meeting. Congress proved equally receptive, appropriating more than a billion dollars over the ten-year period for Mission 66 development.

Lemuel L. Garrison.
(biography)

A hallmark of Mission 66 was the park visitor center, a multiple-use facility with interpretive exhibits, audiovisual programs, and other public services. By 1960, 56 visitor centers had been opened or were underway in parks from Antietam to Zion, and many more followed. The ubiquitous Mission 66 employee housing, built from several standard plans, was and is far from luxurious, but it was a distinct improvement over most of what preceded it. Employees have also been well served by two other Mission 66 legacies: the Horace M. Albright Training Center at the Grand Canyon and the Stephen T. Mather Training Center at Harpers Ferry, West Virginia, both opened in 1963.

Thomas Vint.
(biography)

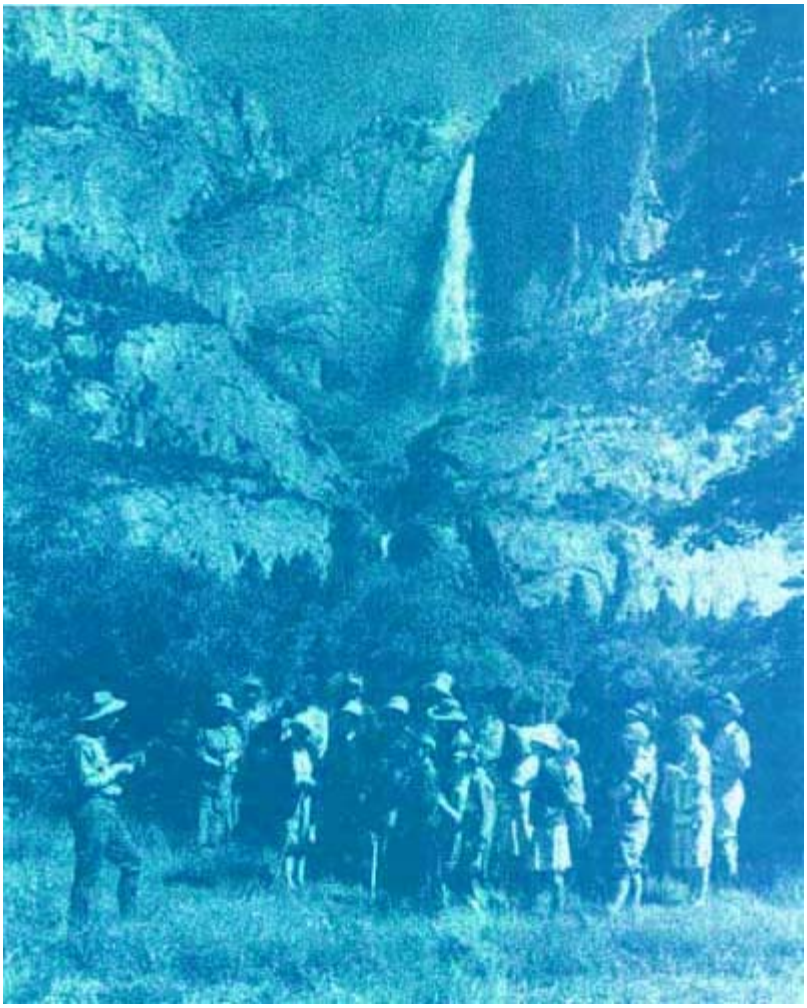
Mission 66 development, criticized by some as overdevelopment, nevertheless fell short of Wirth's goals — in large part because the Service's domain kept expanding, diverting funds and staff to new areas. More than 50 parks joined the system during those ten years, among them Virgin Islands National Park, Minute Man National Historical Park, Sagamore Hill National Historic Site, Delaware Water Gap National Recreation Area, and Cape Cod, Point Reyes, Padre Island, Fire Island, Assateague Island, and Point Lookout national seashores.

Expansion continued apace under George B. Hartzog, Jr., Wirth's successor in 1964. A hard-driving administrator, Hartzog had made his mark as superintendent of Jefferson National Expansion Memorial in St. Louis, where he laid the ground for Eero Saarinen's Gateway Arch. Under his leadership, the Service and system branched out in many new directions.

A. Starker Leopold.
(biography)

Natural resource management was restructured along ecological lines following a 1963 report by a committee of distinguished scientists chaired by A. Starker Leopold. "As a primary goal, we would recommend that the biotic associations within each park be maintained, or where necessary recreated, as nearly as possible in the condition that prevailed when the area

was first visited by the white man," the Leopold Report declared. "A national park should represent a vignette of primitive America." The natural roles of predators, once routinely killed, and wildfire, customarily suppressed, received special emphasis.



Nature walks with Harold Bryant, Yosemite National Park, circa 1920.

Freeman Tilden.

(biography)

In the field of interpretation, living history programs became popular attractions at many areas, ranging from military demonstrations at Fort Davis National Historic Site to farming at Booker T. Washington National Monument. Environmental interpretation, emphasizing ecological relationships, and special environmental education programs for school classes reflected and promoted the nation's growing environmental awareness. A new interpretive design center at Harpers Ferry, occupied in 1970, commissioned creative writers, artists, filmmakers, and designers to bring a fresh new look to the Service's exhibits,

films, and publications.

William C. Everhart.

(biography)

The historic preservation activities of the Service expanded dramatically beyond the parks. Responding to the destructive effects of urban renewal, highway construction, and other federal projects during the postwar era, the National Historic Preservation Act of 1966 authorized the Service to maintain a comprehensive National Register of Historic Places. National Register properties — publicly or privately owned, locally or nationally significant — would receive special consideration in federal project planning and various forms of assistance to encourage their preservation.

George B. Hartzog, Jr..

(biography)

Several new types of parks joined the system during the Hartzog years. Ozark National Scenic Riverways in Missouri, authorized by Congress in 1964, foreshadowed the comprehensive Wild and Scenic Rivers Act of 1968, which led to the preservation of other free-flowing rivers as national parklands. On the Great Lakes, Pictured Rocks and Indiana Dunes became the first national lakeshores in 1966, followed by Apostle Islands and Sleeping Bear Dunes in 1970. The National Trails System Act of 1968 gave the Service responsibility for the Appalachian National Scenic Trail, running some 2,000 miles from Maine to Georgia. The Service entered the performing arts business with the John F. Kennedy Center in Washington, D.C., Wolf Trap Farm Park in suburban Virginia, and Chamizal National Memorial in El Paso, Texas; it also restored one of its existing holdings, Ford's Theatre National Historic Site, for stage productions.

Perhaps the most consequential departure came in 1972 with the establishment of Gateway National Recreation Area in New York City and nearby New Jersey, and Golden Gate National Recreation Area in San Francisco. These major responsibilities for urban mass recreation soon inspired national recreation areas serving other metropolitan centers: Cuyahoga Valley near Cleveland, Chattahoochee River near Atlanta, and Santa Monica Mountains near Los Angeles. Like earlier departures into historic sites, parkways, and reservoir areas, this expansion into urban recreation stimulated debate about the Service's proper role.

At the beginning of 1973, President Richard Nixon replaced Hartzog with Ronald H.

Congressman Phillip Burton.

(biography)

Walker, a former White House assistant. Lacking previous park experience, Walker wisely employed Russell E. Dickenson as his deputy, an old-hand of the Service who had lately headed the national capital parks. Walker remained just two years, to be followed in 1975 by Gary Everhardt, recently superintendent of Grand Teton National Park.

Everhardt's tenure coincided with the bicentennial of the American Revolution. For its part in the celebration, the Service completed a major development program at its two dozen historical areas associated with the Revolution. Independence National Historical Park in Philadelphia became the centerpiece of activity in 1976. The old Liberty Bell was moved to a new pavilion, and Queen Elizabeth II presented a new "bicentennial bell" for the tower of the park's new visitor center. President Gerald R. Ford, once a park ranger in Yellowstone, spoke at Independence Hall on July 4.

Mt. McKinley National Park winter patrol, Superintendent Frank Been and friends, circa 1940.

William J. Whalen, superintendent of Golden Gate National Recreation Area, succeeded Everhardt in 1977. Although Whalen's background was largely in urban parks, he presided over the greatest wilderness expansion of the park system ever to take place. The Alaska Native Claims Settlement Act of 1971 had allowed for up to 80 million acres of Alaskan lands to be reserved for national parks, forests, wildlife refuges, and wild

Josh Barkin.

(biography)

and scenic rivers. After lengthy debate among the competing interests, Congress adjourned in 1978 without resolving the fate of the lands in question. Using the 1906 Antiquities Act, President Jimmy Carter then set aside many of the proposed parklands as national monuments. The next Congress reconsidered the issue and finally passed the Alaska National Interests Lands Conservation Act of 1980. ANILCA, as it was known, converted most of the national monuments to national parks and national preserves, the latter permitting sport hunting and trapping. The largest of the new areas, Wrangell-St. Elias National Park, contains more than 8,300,000 acres, while the adjacent Wrangell-St. Elias National Preserve encompasses nearly 4,900,000 acres. Together they cover an area larger than Vermont and New Hampshire combined and contain the continent's greatest array of glaciers and peaks above 16,000 feet. In all, ANILCA gave the park system over 47 million acres, more than doubling its size and insuring a spectacular wilderness legacy for future generations of Americans.

James V. Murfin.

(biography)

Russ Dickenson returned from assignment as Pacific Northwest regional director to become director in 1980. Because the Service's funding and staffing had not kept pace with its growing responsibilities, Dickenson sought to apply the brakes on expansion of the system. President Ronald Reagan's administration and the Congress that took office with it in 1981 were of like minds. Rather than creating more new parks, they backed Dickenson's Park Restoration and Improvement Program, which allocated more than $1 billion over five years to stabilize and upgrade existing park resources and facilities.

William Penn Mott, Jr., who had directed California's state park system under Governor Ronald Reagan, followed Dickenson in 1985. Mott returned the Service to a more expansionist posture, supporting such additions as Great Basin National Park in Nevada — which he had studied and recommended while working as a Service landscape architect during the 1930s. Deeply interested in interpretation, Mott sought a greater Service role in educating the public about American history and environmental values. Among his most creative and successful innovations was the Horace M. Albright Employee Development Fund, enabling selected Service employees to take sabbatical leaves for special projects, training, or travel aiding their professional advancement.

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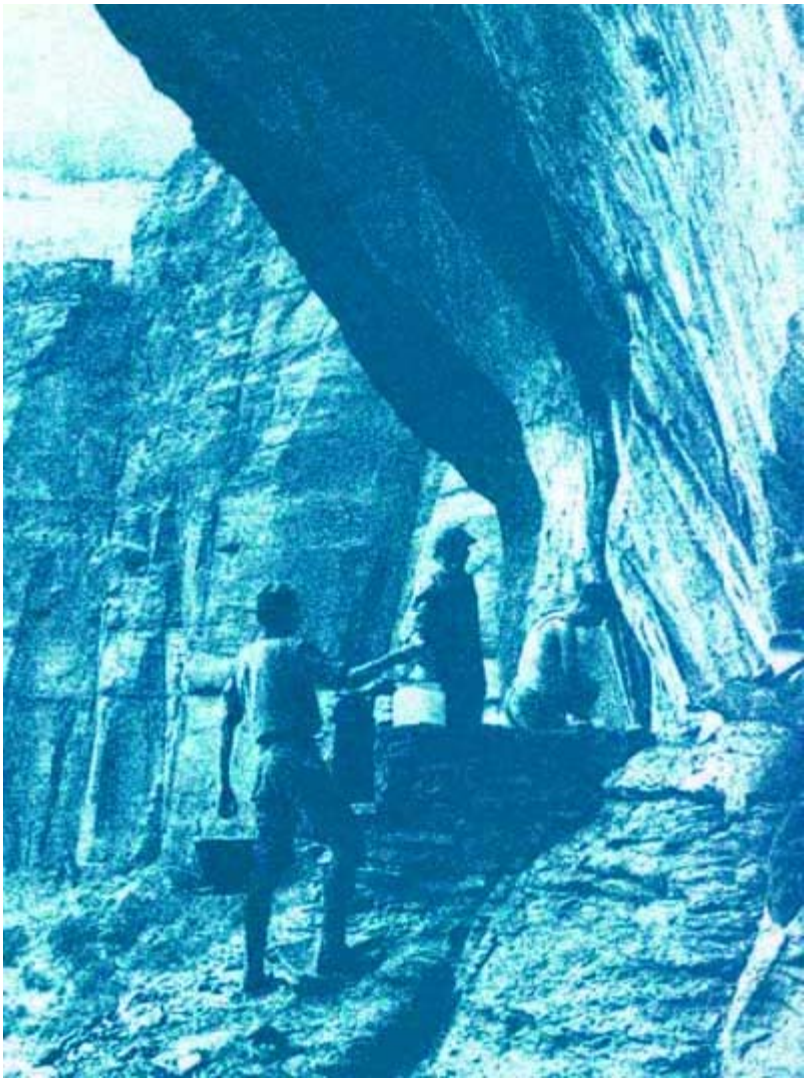
Parks and People:

Preserving Our Past For The Future

by Barry Mackintosh



Anasazi granary reconstruction, Boy Scouts in Zion National Park, June 1929.

Partners and Alliances

James M. Ridenour, former director of Indiana's Department of Natural Resources, became the thirteenth director of the National Park Service in 1989. From the outset, he stressed the importance of working with other government bodies, foundations, corporations, other private groups, and individuals to protect valuable lands in and outside the national park system.

Ridenour's emphasis on cooperation and partnerships was not new. Ever since the Mather years, the Service and system have benefited richly from the contributions of others. The Rockefeller family donated millions of dollars for substantial portions of Acadia, Great Smoky Mountains, Grand Teton, and Virgin Islands national parks, lesser parts of many other parks, and numerous park improvements. The Mellon family foundations contributed heavily to seashore and lakeshore surveys and land acquisition at Cape Hatteras and Cumberland Island national seashores, among other projects. In July 1990, the Richard King Mellon Foundation made the largest single park donation to that time: $10.5 million for needed lands at Antietam, Gettysburg, Fredericksburg, and Petersburg battlefields and Shenandoah National Park.

Elizabeth Titus.

(biography)

More often, private contributions have taken the form of volunteer efforts to preserve and interpret national parklands and landmarks. Somewhere in the history of nearly every park is a dedicated group or individual who cared enough about that place to do whatever was necessary to save it, improve it, and share its significance with others. Rocky Mountain National Park had its Enos Mills. Crater Lake had its William Gladstone Steel. Mount McKinley — now Denali — had its Charles Sheldon. Everglades had its Marjorie Stoneman Douglas. Colorado National Monument had its John Otto. The Chesapeake and Ohio Canal had its William O. Douglas. Organizations like the Sierra Club, the Wilderness Society, and the National Parks and Conservation Association have worked to establish and protect numerous national parklands.

Other groups have assumed primary responsibility for places that might otherwise require Service management. George Washington's Mount Vernon is ably cared for by the Mount Vernon Ladies Association, while Thomas Jefferson's Monticello prospers in the equally good hands of the Thomas Jefferson Memorial Foundation. Both properties bear the national historic landmark plaque, awarded by the secretary of the interior to nationally significant historic places regardless of ownership.

Organizations like those at Mount Vernon and Monticello are vital partners of the Service in preserving and providing for public enjoyment of America's greatest treasures.

Lorraine Mintzmyer.
(biography)

As the Service celebrates its 75th anniversary, it faces challenges greater than at any time in its history. The parks, many buffered by rural or wilderness surroundings in years past, are increasingly besieged by development. What goes on outside their boundaries can affect their air, their water, their wildlife, their natural and historic ambience, as profoundly as what goes on within. Natural and cultural landmarks outside the parks face similar threats, prompting pressures to include them in the park system.

Were it ever possible for the Service itself to preserve the parks "unimpaired for the enjoyment of future generations," it is no longer. Nor can the Service be expected to shoulder alone the burden of protecting other threatened nationally significant lands and resources. The call for cooperation and partnerships with others may not be new, but it is more vital than ever.

If the past is indeed prologue, the call will be heard and heeded.

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National Park Service: The First 75 Years

Biographical Vignettes

Harry Yount

1837-1924

by Timothy Manns

Harry Yount knew Yellowstone at least as early as 1878, working as a wrangler and packer for the Hayden Survey. What brings "Rocky Mountain Harry" some prominence for early Yellowstone history was his position as the park's first "gamekeeper," a job for which Superintendent Philetus W. Norris hired him on June 21, 1880. From Yellowstone's establishment until 1883, hunting was allowed in the park, but abuses had become common. Market hunters slaughtered elk for their hides, and other practices were drastically affecting wildlife populations. Norris' solution was to preserve at least representative herds of ungulates in

the Lamar Valley of northeastern Yellowstone. It was Yount's job to protect these animals from market hunters and from people traveling to the mines at Cooke City. To do this, he took up residence in a cabin near the confluence of the Lamar River and Soda Butte Creek.

Yount found his job frustrating and virtually impossible. It was too big for one person, and legal sanctions were lacking. In the fall of 1881, he resigned leaving a brief report containing a vision which commends him to our memory today.

"I do not think that any one man appointed by the honorable Secretary, and specifically designated as a gamekeeper, is what is needed . . . but a small and reliable police force of men, employed when needed . . . is what is really the most practicable way of seeing that the game is protected from wanton slaughter, the forests from careless use of fire, and the enforcement of all the other laws, rules, and regulations for the protection and improvement of the park."

Harry Yount's alternative for protecting wildlife envisioned the park ranger, who decades later became emblematic of the national parks.

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National Park Service: The First 75 Years

Biographical Vignettes

William Henry Jackson

1843-1942

by William H. Sontag

Watching, documenting, and grubbing around in more than 90 years of history are ample justification for a pioneer photographer to entitle his autobiography, *Time Exposure*. Thus, did William Henry Jackson document his incredible life in 1940, two years before he died. He was born in 1843 in New York. At age 15, he landed his first job, as a retoucher, in the emerging craft of photography. In Vermont, Jackson was mustered into the Union army to help fight the "War of Secession." After a year with the Army of the Potomac in Washington, D.C., Fairfax Courthouse, and Gettysburg, he returned home. Saddened by a broken engagement, Jackson left Vermont, bumming his way to St. Joseph, Missouri. He bullwhacked freight wagons to Salt

Lake City, then recrossed the nation driving mustangs from Los Angeles to Omaha. There he and his brother, Ed, opened Jackson Brothers Photography.

The year 1869 marked the Jackson Brothers' first major contract — 10,000 "views" along the new transcontinental railroad. In 1870 Dr. Ferdinand Hayden convinced him to join his U.S. Geological Survey of the territories. In agreeing, Jackson launched a nine-year commitment to the Survey. Jackson's retrospective declared, *"And if any work that I have done should have value beyond my own lifetime, I believe it will be the happy labors of the decade 1869-1878."* His first expedition only afforded one principal assistant: *"Hypo — a fat little mule with cropped ears... as indispensable to me as his namesake, hyposulphite of soda."* Jackson's portable darkroom and cameras included glass plate sizes up to 20' x 24'! Jackson's "happy labors" resulted in first-ever photographs of some of the most significant resources of North America — falls and geothermals of Yellowstone, ruins of Mesa Verde, mountains of Colorado, southwestern pueblos, and so on. These pioneering photographs are accurately credited with convincing Congress to preserve many of these treasures of the West as national parks.

In 1879 Jackson set up a studio in Denver, sold to and became director of the Detroit Photographic Company. Traveling with the "World's Transportation Commission," he photographed the Taj Mahal in India and traveled across Siberia in an open horsedrawn sleigh. At the age of 66 years, he *"learned to pilot an early Model T,"* played golf until the age of 81, rode horses until age 94. At age 92, he was brought out of retirement by NPS Director Arno Cammerer. As a National Park Service employee, Jackson painted murals, oils, and watercolors depicting his early Survey days. Jackson's own assessment of his contributions to the Survey, typically modest, was *"I cannot be too careful in emphasizing ... that ... I was seldom more than a sideshow in a great circus."* Nevertheless, William Henry Jackson's vast photographic record is distinguished by integrity and determination. Most importantly, for the national parks and preservationist movement, he was there — with all the skills, in all the right places — discovering and documenting the nation's heritage.

From *National Park Service: The First 75 Years*

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National Park Service: The First 75 Years

Biographical Vignettes

Capt. Charles Young

1864-1922

by James T. Reynolds

Charles Young was born March 12, 1864, in Mayslick, Kentucky, the son of former slaves. His father enlisted as a private in the Fifth Regiment of the Colored Artillery (Heavy) Volunteers. When Young's parents moved across the river to Ripley, Ohio, he attended the white high school. He graduated at the age of 16 and was the first black to graduate with honors. Following graduation, he taught school in the black high school of Ripley. While engaged in

teaching, he had an opportunity to enter a competitive examination for appointment as a cadet at West Point. Young was successful, making the second highest score, and in 1883 reported to the military academy. Young graduated with his commission, the third black man to do so at that time. He was assigned to the Tenth and the Seventh Cavalry where he was promoted to first lieutenant. His subsequent service of 28 years was with black troops — the Twenty-fifth U.S. Infantry and the Ninth U.S. Cavalry.

In 1903 Young served as captain of a black company at the Presidio, San Francisco. He was appointed acting superintendent of Sequoia and General Grant national parks, thus becoming the first black superintendent of a national park. He was responsible for the supervision of payroll accounts and directed the activities of rangers. Young's greatest impact on the park was road construction that helped to improve the underdeveloped park. Due to his work ethic and perseverance, Young and his troops accomplished more that summer than the three military officers who had been assigned the previous three years. Captain Young and his troops completed a wagon road to the Giant Forest, home of the world's largest trees, and a road to the base of the famous Moro Rock. By mid-August, wagons of visitors were entering the mountaintop forest for the first time.

Young was transferred on November 2, 1903, and reassigned as troop commander at the Presidio. In his report to the secretary of the interior, he recommended the government acquire patented lands in the park. This recommendation was mentioned in legislation introduced in the House of Representatives. The Visalia, California, Board of Trade showed appreciation of his performance as the park's acting superintendent by presenting him with a citation. On other military assignments, Young continued to persevere in a world of obstacles in his path. He attained the rank of lieutenant colonel, the first black to do so in the U.S. Army. He died in 1922, while detailed in Nigeria. Colonel Young was given a hero's burial in Arlington National Cemetery.

In both military and civilian activities, Young demonstrated qualities of character during a time when prejudice was a way of life. As mentioned in the 53rd Annual Report of the Association of West Point Graduates, *". . . in all his relations with society, both as a citizen and soldier, his constructive influence with his people was ever a potent factor along the troublous highway of enlightened progress."*

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Biographical Vignettes

John Muir

1838-1914

by P. J. Ryan

John Muir was born in Dunbar, Scotland, in 1838 and died in Los Angeles, California, in 1914. His family emigrated to Wisconsin in 1849 to work a series of hardscrabble farms under the direction of a religious zealot father, whose fire and brimstone was tempered by a loving and good humored mother. He studied the natural sciences at the University of Wisconsin, but did not take a degree. After recovering from blindness caused by an industrial accident in 1868, he began 40 years of intermittent wandering in the wilderness of North America, which produced some of the best nature writing in the English language. His works include *The*

Mountains of California, Our National Parks, My First Summer in the Sierra, Steep Trails, Stickeen, and others.

Muir's great contribution to wilderness preservation was to successfully promote the idea that wilderness had spiritual as well as economic value. This revolutionary idea was possible only because Muir was able to publish everything he wrote in the four principal monthly magazines read by the American middle class in the late nineteenth and early twentieth centuries (*Scribner's, Atlantic Monthly, Harper's,* and *Century*). This was the present day equivalent of being able to control the content of all three major television networks. As power begets the respect of the powerful, Muir's good will and opinion were sought by some of the most powerful figures in his time; men such as railroad baron Edward Henry Harriman and Theodore Roosevelt. The young borax magnate, Stephen T. Mather was a disciple of Muir's and an early member of Muir's famed Sierra Club.

Although Muir died two years before the creation of the National Park Service, he may not have been entirely happy with the choice of departments to administer his beloved national parks. Muir regarded the Department of the Interior of the time to be staffed by incompetents, if not outright criminals, and much preferred the incorruptability of the guardian of the time, the U.S. Army.

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National Park Service: The First 75 Years

Biographical Vignettes

J. Horace McFarland

1859-1948

by Mary Shivers Culpin

(Courtesy of Pennsylvannia State Archives (1920))

One of the earliest campaigners for a bureau of national parks, McFarland devoted most of his life toward the protection of natural areas. In addition to his dedication to the creation of a bureau, he actively worked towards the preservation of Niagara Falls and for roadside improvements. Over the years, he contributed many articles

relating to the conservation field and to horticulture and, at one time, served as the editor for the "Beautiful America" department of *Ladies Home Journal*. His important influence on the creation of the National Park Service came from his leadership in the American Civic Association (1904-1924). He also served for many years as chairman of the State Art Commission for Pennsylvania, was a member and vice president of the National Municipal League (1912-1928), and was a member of the National Park Trust Board, appointed by President Franklin Roosevelt in 1935.

As a result of the Hetch Hetchy Dam controversy, Horace McFarland broke his alliance with Gifford Pinchot. He opposed Pinchot's plan to combine the national parks with the national forests and began his drive for a separate agency for the administration of national parks and monuments. McFarland, as representative of the American Civic Association and one of the few supporters of aesthetic conservation at President Theodore Roosevelt's Governors' Conference of 1908, became a diligent lobbyist for the establishment of an agency. The following year, 1909, he persuaded Secretary of the Interior Richard Ballinger and the new president, William Howard Taft, to support his cause. Ballinger included the request for such an agency in his annual report to the president in 1910. By 1911, with much effort and little progress toward legislation, McFarland convinced Secretary of the Interior Walter Fisher to convene a conference of Interior Department officials, superintendents of parks, concessioners, and others interested in the national parks. While many issues were discussed, McFarland's goal was for organized national support for the legislation to create an agency.

By 1915 and early 1916, he was part of a small group of men, which included Stephen Mather, Horace Albright. Robert Marshall, Robert Sterling Yard, California Congressmen John Raker and William Kent, Frederick Law Olmsted, Jr., and Richard Watrous, who met frequently to plan the political strategy to create the National Park Service and to protect the parks. After the successful establishment of the National Park Service, McFarland turned his efforts to the protection of parks. In his role as president of the American Civic Association, he was one of the most stalwart spokesmen opposing the first major threat to a national park — the proposed Fall River-Bechler water project in Yellowstone National Park.

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Biographical Vignettes

Stephen T. Mather

1867-1930

by William Swift

Stephen Tyng Mather led a full active life of 63 years, from 1867 to 1930. The years spanning the turn of the century saw vast changes in the country's demographics, as well as the development of modern forms of transportation and communication, and increased leisure time. Mather was able to capitalize on these trends in his marketing efforts at the Thorkildsen-Mather Borax Company, which made him a millionaire, and in his public life as the first director of the National Park Service. During his life, Mather was an active member of numerous organizations, including his college fraternity Sigma Chi, the Sun Alumni Association, the Chicago City Club and Municipal Voter's League, and the Sierra Club. He was always a strong supporter of the University of California at Berkeley. Mather was physically active, pursuing hiking and mountaineering, often squeezed into a frenzied travel schedule related to his business and the parks. His work, travel, and tremendous physical energy exacted a heavy toll and contributed to his untimely death.

Mather recognized magnificent scenery as the primary criterion for establishment of national parks. He was very careful to evaluate choices for parks, wishing the parks to stand as a collection of unique monuments. He felt those areas which were duplicates might best be managed by others. Within the framework of "scenery," his preservation ethic covered such issues as the locations of park developments, provision of vistas along roadways, and the perpetuation of the natural scene. Mather always wished to have the parks supported by avid users, who would then communicate their support to their elected representatives. His grasp of a grassroots support system encouraged the rise of "nature study" and modern interpretation, as well as other park services, and was followed by increases in NPS appropriations. Mather was the first park professional to clearly articulate the policy which allowed the establishment of park concessioners to provide basic visitor comforts and services in the then undeveloped parks. His provision of creature comforts connected with park developments encouraged a curious and supportive public to visit the national parks.

His life is well summarized — on a series of bronze markers which were posthumously cast in his honor and distributed through many parks:

"He laid the foundation of the National Park Service, defining and establishing the policies under which its areas shall be developed and conserved, unimpaired for future generations. There will never come an end to the good he has done . . ."

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Biographical Vignettes

Gilbert H. Grosvenor

1875-1966

by Warren Bielenberg

(Courtesy of Library of Congress)

Gilbert Grosvenor is best known as president of the National Geographic Society and long-time editor of the *National Geographic Magazine.* A noted geographer and world traveler, Grosvenor's first trip to the western United States was on Mather's "Big Trip" to Sequoia National Park and the High Sierras in 1915. Affectionately called the "Tenderfoot" by other party members, Grosvenor was so overwhelmed by the grandeur of the High Sierras and his experience on the trip that he became a revered and long-time friend of Mather and the national parks.

Following his return from the "Trip," Grosvenor provided $20,000 of National Geographic Society funds to supplement a $50,000 congressional appropriation to buy Giant Forest and add it to Sequoia National Park. In late 1915 and 1916, Grosvenor met with Mather, Albright, and others to develop the substance of the NPS Organic Act. He dedicated the April 1916 issue of *National Geographic Magazine* to the national parks to further promote the values of park resources to the American public. Horace

Albright ensured that every member of Congress received a copy of the April edition as the Organic Act legislation was being considered.

Following the establishment of the National Park Service, Grosvenor's support and love for the Service continued. The Society's interest in protecting the Katmai volcanic crater and Valley of Ten Thousand Smokes from mining exploitation led to the establishment of Katmai National Monument in 1918. Over the years, articles in the magazine have continued to educate the public to the values found in national parks and the need to protect additional lands for future generations.

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National Park Service: The First 75 Years

Biographical Vignettes

Robert Sterling Yard

1861-1945

by John Albright

(Courtesy of National Parks & Conservation Association)

Robert Sterling Yard was born in 1861 in Haverstraw, New York. An 1883 Princeton graduate, he worked as a reporter for the *New York Sun* and later as editor at the *New York Herald.* From 1900 to 1915, he served in the publishing business, variously as editor-in-chief of *The Century Magazine* and Sunday editor of the *New York Herald.* From 1915 to 1919, Yard served in the Department of the Interior as national parks publicity chief and later as chief, Educational Division, of the new National Park Service. Elected executive secretary, National Parks Association

(now NPCA) at the organizational meeting in 1919, he also served as editor, *National Parks Bulletin*, from 1919 to 1936, and at age 76 became a founding member and president of the Wilderness Society, directing that group's activities until his last illness. He died in 1945.

To the great and lasting benefit of the national parks and their owners, the American people, 47-year-old Robert Sterling Yard. newspaperman and publisher, was ready when the call came to publicize those national parks. A friend of Stephen Mather since the 1890s and Mather's best man at his wedding, he, like Mather, had long enjoyed the outdoors prior to the start of his public service career. Upon arriving in Washington in early 1915. Bob Yard quickly absorbed the intense dedication which was creating a bureau to protect America's national parks. At the National Park Conference in March of 1915, Yard affirmed his bond to the cause of the parks, saying, *"I, the treader of dusty city streets, boldly claim common kinship with you of the plains, the mountains, and the glaciers."*

His work proved the depth of his conviction. In 1915 he assembled *The National Parks Portfolio* for distribution to 270,000 opinionmakers throughout the country, helped generate numerous articles on national parks in publications around the nation, and wrote pamphlets and articles to focus public attention on the parks. His intense efforts with the publishing world he knew so well resulted in more than one thousand articles on national park subjects between 1917 and 1919. Forced to leave the government in 1919, owing to a law prohibiting supplementing pay of federal employees, Yard, whose meager salary had been augmented by Stephen Mather since 1915, received Director Mather's final financial support in creating the National Parks Association.

On a cold January day in 1930, Robert Sterling Yard had stood with National Park Service Director Horace Albright at the grave of the recently deceased Stephen Mather. Albright remembered: *"We rededicated ourselves to the ideals of our friend as long as we might be spared."*

Bob Yard applied that dedication to the end of his highly productive life.

From *National Park Service: The First 75 Years*

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National Park Service: The First 75 Years

Biographical Vignettes

Frederick Law Olmsted, Jr.

1870-1957

by Rolf Diamant

"The present situation in regard to the national parks is very bad. They have been created one at a time by acts of Congress which have not defined at all clearly the purposes for which the lands were to be set apart, nor provided any orderly or efficient means of safeguarding the parks . . . I have made at different times two suggestions, one of which was . . . a definition of the purposes for which the national parks and monuments are to be administered by the Bureau." (Letter from Frederick Law Olmsted, Jr., to the president of the Appalachian Mountain Club, January 19, 1912.)

Frederick Law Olmsted, Jr., was approached by the

American Civic Association in 1910 for advice on the creation of a new bureau of national parks. This initiated six years of correspondence and his key contribution of a few simple words that would guide conservation in America for generations to come: *"To conserve the scenery and the natural and historic objects and the wild life therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations."* (National Park Service Organic Act, 1916)

Olmsted, Jr., began his career as his father's apprentice on two famous projects: the 1893 World's Columbian Exposition in Chicago and the George Vanderbilt estate, "Biltmore," in North Carolina. He became a partner in his father's Brookline, Massachusetts, landscape architecture firm in 1895, and with Olmsted Sr.'s retirement, quickly took over leadership with his stepbrother, John Charles Olmsted, For the next half-century, the Olmsted brothers' firm completed thousands of landscape projects nationwide. Olmsted, Jr., was appointed by the Senate Committee on the District of Columbia in 1901 to help update the L'Enfant plan for Washington, D.C. By 1920 his better-known projects included plans for metropolitan park systems and greenways across the country; in 1929 he developed the guiding plan for California's state park system. Olmsted, Jr., also established the first formal training in landscape architecture at Harvard in 1900 and was a founding member and later president of the American Society of Landscape Architects.

Olmsted, Jr., had a lifetime commitment to national parks. He worked on projects in Acadia, Everglades, and Yosemite. A partial listing of his design projects in the nation's capital reads like a guide to the NPS-managed sites of Washington, D.C., including the Mall, Jefferson Memorial, White House grounds, and Rock Creek Park. In his later years, Olmsted, Jr., actively worked for the protection of California's coastal redwoods. Redwood National Park's Olmsted Grove was dedicated in 1953 to the man whose contributions to protect America's system of national parks will forever stand as tall as those magnificent trees.

From *National Park Service: The First 75 Years*

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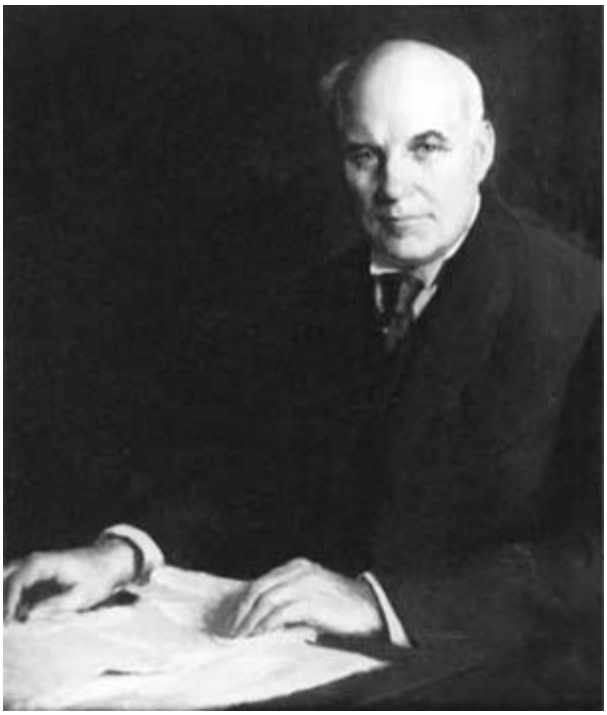
National Park Service: The First 75 Years

Biographical Vignettes

Franklin Knight Lane

1864-1921

by R. Dixie Tourangeau



Franklin Lane was born on July 15, 1864, near Charlottestown, Prince Edward Island, Canada, and died May 18,1921, in Rochester, Minnesota, at the age of 56. His family moved to northern California by the 1870s, and Lane attended school in Oakland and San Francisco. He worked as a newspaper reporter and became a lawyer. As a California Democrat in a Republican era, he lost a close race for governor in 1902; lost the U.S. senatorial confirmation in 1903; and lost the San Francisco mayoralty campaign in 1903.

He was appointed to the Interstate Commerce Commission in 1905 by President Theodore Roosevelt and became

chairman in 1913. Two months later, Lane was selected as secretary of the interior by President Woodrow Wilson. For health and financial reasons, he resigned March 1, 1920. During this era, it was often said that Franklin Knight Lane could have been elected president — except for his Canadian birth. He always seemed to respond to any "duty call" concerning his adopted land, serving in many government positions. He was considered a "champion of the common man" and fair-minded, yet strict in his decisions.

Though his "utilitarian" philosophy regarding natural resources (especially water storage and use) was at times fanatical, his ultimate intentions were never malicious. In Park Service lore, he will be remembered chiefly for three things: being a primary advocate for Yosemite's Hetch Hetchy Dam: coaxing Stephen T. Mather to come to Washington to organize and run what would become the NPS; and being the secretary of the interior under whose administration the National Park Service was penned into existence.

As secretary of the interior, Lane visited many park areas between 1914 and 1918. He toured pre-national park Acadia (Sieur de Monts National Monument) with its "foundling father" George B. Dorr and struck up an immediate friendship with him. His fondness for Dorr and his excitement over the park clinched the area's national park designation. Though Mather and Albright sharply protested some of Lane's resource management ideas, the secretary nearly always stood behind his chiefs, giving strength to a far-flung, under staffed, infant agency operating on an inadequate budget.

Debate on Franklin Lane's total contribution to the NPS may spark pro and con arguments forever, but certainly he is largely responsible for putting a special process in motion, the success of which we celebrate 75 years later. He craftily challenged just the right person at the right time with the right words: *"If you don't like the way things are run, Mr. Mather, come to Washington and run them yourself."*

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Biographical Vignettes

Ansel F, Hall

1894-1962

by William C. and Merrie H. Winkler

(Courtesy of Merrie Winkler Collection)

The first chief naturalist and chief forester of the National Park Service, Ansel Hall was born May 6, 1894, in Oakland, California. He graduated in 1917 from the University of California with a degree in forestry. He began his career at Sequoia National Park as a ranger, and after service in France during World War I, he was park naturalist at Yosemite National Park from 1920 to 1923. He rose rapidly and was chief naturalist of the National Park

Service from 1923 to 1930, senior naturalist and chief forester from 1930 to 1933, and chief of the Field Division from 1933 to 1937. He married June Alexander on January 24, 1924, and they were blessed with six children, three of whom were triplets. He left the Park Service in 1938 to operate the concessions in Mesa Verde National Park and to develop private interpretive programs. He died suddenly on March 28, 1962.

Ansel Hall was a rare combination of romantic idealist and practical businessman. He was an instinctive teacher and had a deep feeling for youth as well as nature. He personally raised funds from private sources and built the museum in Yosemite National Park. His vision had plans ready for implementation when the "Alphabet Agencies" were formed during the Great Depression and park museums flourished. He developed the first museum association in Yosemite, the first of present day cooperating associations. His charm and persuasive skills brought private funds and public involvement to the parks and the San Francisco Bay Area regional parks. Ansel was a mentor to Ansel Adams and other artists in the parks. He organized Eagle Scout trips to Costa Rica, planned and directed the Rainbow Bridge-Monument Valley Expedition, and assisted competent archaeologists to work in Palestine. He was an enormously creative person. He had the faculty of getting things done by selecting people, persuading them, putting them to work, providing them with the facilities, and leaving them alone!

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Biographical Vignettes

George Wright

1904-1936

by Bob Linn

George Melendez Wright was born in San Francisco, California, June 20, 1904. At the University of California, Berkeley, he majored in forestry. In 1927 George Wright joined the National Park Service as assistant park naturalist at Yosemite, serving under Naturalist Carl P. Russell. George was married to Bernice (Bee) Ray of Allison, Iowa, on February 2, 1931. While at Yosemite in 1927-28, George Wright and Carl Russell often discussed wildlife conservation in the national parks. Deer in Yosemite Valley, it seemed, were too abundant and tame. Cougars

and other large predators were believed to be very scarce or nonexistent. Black bears raided campgrounds for food and were fed garbage each evening. But the National Park Service had no program devoted to the necessary field research on which better wildlife conservation and interpretation could be eased.

In 1929 George proposed that there be established a wildlife survey program for the National Park Service, which would be funded by him personally until the program's value could be demonstrated. Director Horace Albright approved the proposal and strongly supported it. Preliminary surveys of the status of wildlife and the identification of urgent wildlife problems in the national parks began in 1929. In each park, effort was made to determine original and current wildlife conditions, to identify causes of adverse changes, and to recommend actions that would restore park wildlife to its original status.

In 1932 the department published a report on the survey's preliminary findings and recommendations, entitled *Fauna of the National Parks of the United States, a Preliminary Survey of Faunal Relations in National Parks.* In 1934 George, with his wife Bee and their two little daughters, spent several months in Washington, D.C., working with Assistant Director Harold C. Bryant to strengthen the research program in the Wildlife Division, Branch of Research and Education. That summer, the National Park Service was assigned responsibility for preparing a report on *Recreational Use of Land in the United States.* Wright was designated leader of the project, and the National Park Service gave it highest priority. Many of the areas later established as local, state, and national parks were recommended in that report and nationwide planning for public parks and recreation areas was strengthened.

In February 1936, George was designated as a member of a commission to formulate plans for the establishment of international parks, reserves, and refuges along the international boundary between Mexico and the United States. Soon after, George Wright and Roger Toll, superintendent of Yellowstone, were returning from Big Bend National Park, near Deming, New Mexico, when an oncoming car blew a tire and crashed head-on into their car. They both died as a result of the accident. The program that George Wright began with his own funds institutionally established the acquisition of adequate information with which to manage national parks.

From *National Park Service: The First 75 Years*

Additional Sources

George Wright 1904-1936 by Ben H. Thompson
George Wright's Vision: What Does It Mean Today? / David Harmon
A Personal Tribute / Pamela Wright Lloyd
George Melendez Wright, 1904-1936: A Voice on the Wing / Jerry Emory and Pamela Wright Lloyd
The Significance of George Wright / Richard West Sellars
A Summary List of George Wright's Field Notes / Compiled by Jerry Emory
A George Wright Bibliography / Compiled by Jerry Emory
The Magic Window / George M. Wright

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National Park Service: The First 75 Years

Biographical Vignettes

Gilbert Stanley Underwood

1890-1960

by Rodd L. Wheaton

Gilbert Stanley Underwood represents the National Park Service's exceptional alliance with a private architect for developing park visitor facilities. After opening an office in Los Angeles, California. in 1923 (B.A., Yale, 1920; M.A., Harvard, 1923), Underwood became associated with the Park Service's Daniel Hull. Underwood was recommended to the Utah Parks Company of the Union Pacific Railroad to design lodge complexes at Cedar Breaks National Monument, Zion National Park, Bryce Canyon National Park, and North Rim of the Grand Canyon National Park. In addition, he was contracted to design Yosemite National Park's Ahwahnee Hotel (1925-1927), probably his greatest triumph in the rustic style. During this period, until joining the Federal Architects Project in 1932, Underwood also

produced Union Pacific Railroad stations, culminating in the art deco style Omaha station in 1929.

While working for the federal government in Washington, D.C., Underwood produced the preliminary designs for the Timberline Lodge, Mount Hood, Oregon, and went on to design more than 20 post offices, two major federal buildings, and the U.S. State Department Building in 1939-1940. Working privately, he also designed the Sun Valley Lodge in Idaho in 1936. From 1947 to 1949, he was appointed as federal supervisory architect. Following retirement and utilizing an association with John D. Rockefeller, Jr., and the Williamsburg Lodge project in Virginia, Underwood designed as his last major commission the Jackson Lake Lodge (1950-1954), Grand Teton National Park, Wyoming.

Working within the national parks, Underwood's greatest triumph was in defining the rustic style as envisioned by Stephen Mather. Trained in the California arts and crafts movement from 1911 to 1912, Underwood extended the concepts to the use of natural materials — stonework and log work — in natural settings. His buildings, rising from canyon floors on perched on canyon rims, reflect their site by blending into them. Inspiration centered on camp architecture and native American motifs. Throughout, his work contributed to the development of Park Service architectural design in standards for the 1930s Works Project Association (WPA) projects. Returning to the National Park Service in 1950, Underwood brought the newer ideals of the international style to the forefront by designing the Jackson Lake Lodge using textured and stained concrete in a natural setting, a style which helped set the tone for the massive building projects of the Mission 66 Program. In the beginning of his career and at the end, Gilbert Stanley Underwood helped set the tone for National Park Service architecture.

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National Park Service: The First 75 Years

Biographical Vignettes

John D. Rockefeller, Jr.

1874-1960

by John Daugherty

(Courtesy of United Press International)

"I believe that every right implies a responsibility, every opportunity an obligation, every possession a duty." So reads a portion of the credo etched in a granite memorial to John D. Rockefeller, Jr., one of America's preeminent philanthropists.

Born in 1874. John D. Rockefeller, Jr., was the fifth child and only son of John D. Rockefeller, the builder of Standard Oil. The elder Rockefeller became America's first billionaire. After graduating from Brown University in 1897, John D. Rockefeller, Jr., joined his father's business, where he learned that making money held little appeal. After 1910 John D. Rockefeller, Jr., devoted his life to philanthropy. With his father, he participated in the creation of notable philanthropic institutions such as the Rockefeller Institute, the General Education Board, and the Rockefeller Foundation. He was the major contributor to the Rockefeller Brothers Fund, a general purpose foundation. John D. Rockefeller, Jr., is probably best remembered for the sponsorship of the construction of the Rockefeller Center in New York City, funding the restoration of Colonial Williamsburg, and donating land in New York City for the United Nations complex.

In the field of conservation, Mr. Rockefeller's contributions to national parks are no less important. He purchased and donated thousands of acres of land to parks using finances or foundation grants. For example. through the Laura Spelman Rockefeller Memorial, he donated $5 million to buy private lands in the Great Smoky Mountains *"in the beautiful spirit of my mother."* Acadia, Shenandoah, and Grand Teton national parks also received generous donations of land from Mr. Rockefeller. In the 1920s, when commercial loggers threatened to destroy large stands of sugar pines adjacent to Yosemite, he provided more than $1 million to save 15,000 acres of forest. Mr. Rockefeller financed the construction of museums in Mesa Verde, Grand Canyon, and Yellowstone national parks. In 1972 Congress honored his contributions by creating a memorial parkway between Yellowstone and Grand Teton national parks, which bears his name. John D. Rockefeller, Jr., symbolizes the philanthropic spirit of many American families, foundations, and individuals that have been vital to the national parks.

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National Park Service: The First 75 Years

Biographical Vignettes

Horace Marden Albright

1890-1987

by Marian Albright Schenck

Horace Albright was born in Bishop, California, January 6,1890. He attended the University of California, Berkeley, graduating in 1912. While confidential secretary to Secretary of the Interior Franklin Lane, he attended night school at Georgetown University to attain his law degree, and was admitted to the bar in the District of Columbia and California. He was appointed assistant director of the National Park Service when it was established, but was also acting director from 1917 to 1919 when first Director Stephen Mather was absent with severe illness. Other career mile stones included: superintendent of Yellowstone National Park and assistant director, field (1919-1929); director of National Park Service (1929-1933); vice president and later president of United States Potash Company (1933-1956). He married his college classmate, Grace Noble, with whom he had two children, Robert and Marian, four grandchildren, and 11 great-grandchildren. He

died in Van Nuys, California, March 28, 1987.

Beginning his career in Washington, D.C., Albright quickly rose from clerk to assistant solicitor and then secretary to Mather. During the summer of 1916, while Mather was away in the West, Albright attended meetings and discussions on the Park Service bill and saw it through to enactment. Four months later, Mather was hospitalized, and Albright, as acting director, organized the new bureau, set policies and procedures, and lobbied Congress for appropriations. He wrote the so-called "creed" for the National Park Service which appeared as a letter from Secretary Lane to Mather. Then as superintendent of Yellowstone, he also served as assistant director, field. When Yellowstone was closed in the winter, his job was to oversee all national park areas west of the Mississippi River as well as serve three on four months each year in the Washington Office.

In 1929 Albright was named director and instituted two far-reaching policies — expansion of national park areas throughout the states east of the Mississippi River and introduction of historic preservation into the National Park Service. In April 1933, President Franklin Roosevelt agreed to Albright's request for the transfer to the Park Service of national monuments from the Agriculture Department and military parks from the War Department. With most of his goals realized, Albright resigned to become vice president, and later, president of the United States Potash Company. He remained with the company until his retirement in 1956.

Horace Albright will be revered for his great contributions to a variety of causes, but perhaps he will be best remembered for his integrity, honesty, sense of humor, idealistic fighting spirit, loyalty, and devotion to his beloved National Park Service, which he had helped to found in 1916.

More information on Horace Marden Albright:

Horace M. Albright Conservation Lectureship
Horace M. Albright Papers
Research in the National Parks: Horace M. Albright
Creating the National Park Service: The Missing Years

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Biographical Vignettes

Herma Albertson Baggley

1896-1981

by Holly Bundock

Herma Baggley found her field of dreams in the meadows of Yellowstone National Park, not in her native Iowa, when she served the National Park Service as the first permanent female park naturalist in Wyoming. First as a seasonal at Old Faithful in 1929 and 1930 and later in 1931 as a permanent ranger, she set out to practice the art of interpreting the splendors of Yellowstone. She drew upon her experience as an instructor at the University of Idaho

and as an inquisitive botanist with a Master's degree from that university in her National Park Service work as guide, lecturer, and museum worker.

Baggley moved from her rich field laboratory in 1933, but continued her infectious enthusiasm for education and educating others by co-authoring in 1936 *Plants of Yellowstone National Park*, a rare guide still used today.

She was a pioneer in her field of botany and education and enjoyed the companionship of other park pioneers, including husband George, who retired from the National Park Service in 1968, and Dr. Walter McDougal, a park naturalist and her co-author of the plants guide.

When she died in 1981, Herma Baggley left Yellowstone a legacy of information (she first identified the rubber boa snake) and nature trail development. Though seemingly modest at the time, her path established a way for others like her to follow.

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Biographical Vignettes

Isabelle Story

1888-1970

by Mary Marucca

Isabelle Story was well named. A woman of remarkable achievement when women occupied the sidelines more often than the playing field, she stood shoulder to shoulder with Horace Albright and other NPS giants during the founding years. Story's independent spirit and skills as a writer made her invaluable to an agency struggling for identity. From her typewriter came some of the earliest prose connected with federal administration of the parks. Her industry transcended simple employment. It came to define her. It became her purpose for being at a time when

employees sought a sense of focus and altruistic absorption. And she accomplished it through the power and force of her words.

Story entered federal employment in 1910 with the Patent Office. In 1911 she transferred to the Geological Survey, from which agency she came to the National Park Service in 1916. In 1917 Horace Albright, appointed acting director of the National Park Service during Mather's illness, called on Isabelle Story to be his secretary. In those days, tremendous work to be done and few hands to do it meant that *everyone* did *everything* no matter what hour of the day or night. So, at age 28, with a business college education and writing experience, Isabelle Story turned a new page. She collaborated with Albright on the NPS Annual Reports of 1917, 1918, and 1919. When Albright went to Yellowstone as superintendent in 1919, he called again on Isabelle Story. She joined him to complete the 1919 Annual Report as well as the Budget Report for Congress.

Story wrote press releases and articles promoting the parks and monuments. Encouraged to travel during the 1920s, she accumulated knowledge of the Service that aided her editing of NPS publications. In spite of increasing responsibilities, Story executed all assignments with the energy and grace characteristic of the renaissance spirits of that remarkable time. Isabelle Story's whirlwind with the National Park Service continued until retirement in 1954. She was "editor-in-chief" during the Service's phases of professional development and of her own. For a while, she was its only writer, and hours were spent developing information publications distributed to park visitors. Her work increased when the park system was enlarged under Franklin D. Roosevelt, and 50 employees were added to her staff. Her office produced radio scripts, and Story is personally credited as one of the first advocates of a national parks magazine.

How does one sum up a life spent in service to an idea? In the words of Horace Albright, Isabelle Story was attractive, laughing, friendly, competent, a top executive. She never married: the untimely death of Southwest Monuments Superintendent Frank Pinkley spelled an end to that possible outcome. Isabelle Story was a strong voice for the national park system. It was a story she told well, contributing much to the way the public perceived the parks.

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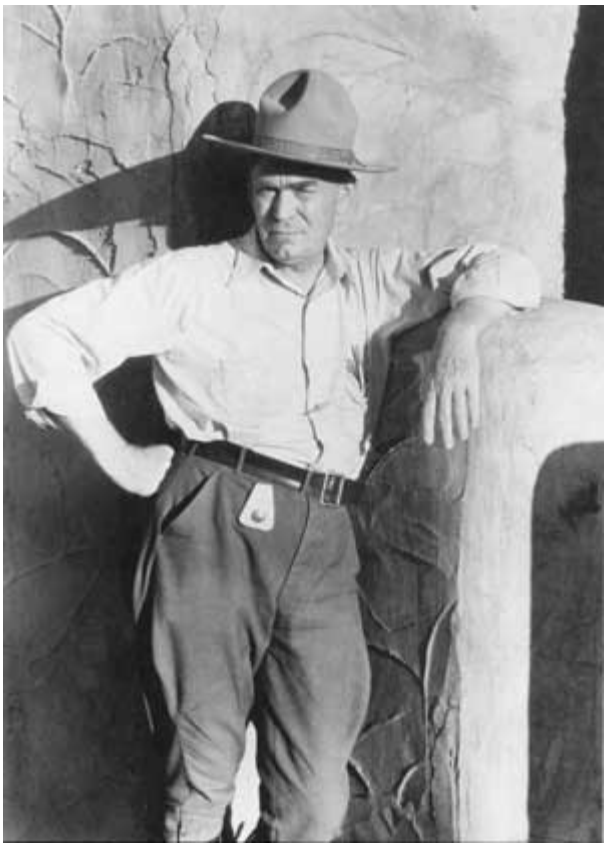
Frank "Boss" Pinkley

1881-1940

by Keith Hoofnagle



It was September 1900. The train shuddering to a stop at the Phoenix railway station carried a young passenger from Missouri. Excited by his new surroundings, 19-year-old Frank Pinkley almost forgot that he had been sent to the Arizona Territory at the order of his doctor to recuperate from a mild case of tuberculosis. He was scheduled to stay in Arizona for only six months, but this was to be the beginning of an adventure that would last a lifetime.

Little more than a year after his arrival in Arizona, Pinkley eagerly accepted the offer of a government position as caretaker of a prehistoric ruin in the desert of the Gila River valley. He lived in a tent, dug his own well, and wrote his reports to the General Land Office at a desk he had made. Sensing something very special about Casa Grande ruin, he became committed to unearthing its mysteries and communicating them to the growing number of curious visitors.

The years that followed brought a rapid succession of significant events, including an excavation program by famed archaeologist J.W. Fewkes of the Smithsonian Institution at Casa Grande between 1906 and 1908; Statehood for Arizona in 1912; Pinkley's election to the state legislature for the 1915-1916 term; and the formation of the National Park Service in 1916. When Casa Grande was designated a national monument in 1918, the fledgling National Park Service offered Pinkley the job as resident custodian, but there was a catch: he would also be expected to take charge of Tumacacori National Monument and several others.

In 1924 the Southwestern National Monuments Office was formed, and Pinkley found himself superintendent in charge of 14 monuments! As his flock of monuments grew, Pinkley was continually frustrated that funding for their protection lagged behind their needs. Lacking the name recognition of national parks, the monuments appeared to be the stepchildren of the National Park Service, clothed in hand-me-downs. In 1927 Pinkley's monuments drew more visitors than Yellowstone on less than 58 percent of Yellowstone's budget. Frequently, Pinkley paid for his own travel or went without salary at the end of the fiscal year to provide much needed repairs.

But Pinkley developed and grew as a park manager through good times and bad, always staying one step ahead of the new monuments being thrust under his care. At the time of his death in 1940, Pinkley administered 27 national monuments in four states, and was excitedly planning the development of Organ Pipe Cactus National Monument.

"The Boss," as Pinkley was affectionately known to his cohorts and employees, left a singular legacy. *Ruminations from The Boss* was a collection of topical, often humorous essays by Pinkley which punctuated the monthly reports compiled by his staff. In his *Ruminations*, Pinkley revealed an uncanny ability to explain, instruct, and cajole in a fatherly way. In 1932 Pinkley wrote prophetically. *"In all this rushing and roaring around and growing into a bigger organization, let us watch carefully that the Park Service spirit, the spirit of service, doesn't evaporate."*

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National Park Service: The First 75 Years

Biographical Vignettes

Roger Wolcott Toll

1883-1936

by Sharon A. Brown

A premature death is always a tragedy, but there still exists the feeling that the National Park Service lost a future director when Roger Toll died unexpectedly in 1936. He was born October 17, 1883, in Denver, Colorado, the son of a pioneer Colorado family, and educated at Denver

University and Columbia University earning a degree in civil engineering. Following graduation in 1906, he traveled around the world and started working in Boston for the Massachusetts State Board of Health. In March 1908, he worked in Washington, D.C., with the Coast and Geodetic Survey, and for a short time, surveyed the coastline of Cook Inlet in Alaska. In 1908 Toll returned to Denver, becoming chief engineer of the Denver City Tramway Company. During World War I, he served in the army and reached the rank of major.

According to Horace Albright, Toll *"had come around the Interior Department to talk about national parks"* while working in D.C., and Albright had kept in touch with him even after Toll had left the army and moved to Hawaii. During a trip to the islands in the spring of 1919, Albright suggested that Stephen Mather contact Toll as a possible candidate for the vacant superintendent's position at Mount Rainier National Park. (Mather was impressed with young Toll and hired him for the job.) Toll joined the National Park Service in May 1919, and two and 1/2 years later, he transferred as superintendent to Rocky Mountain National Park. On February 1, 1929, Toll followed Horace Albright as Yellowstone's superintendent and field assistant to the director.

Roger Toll's legacy to the National Park Service lay not so much in his superintendencies, but in his superb firsthand investigations and reports on proposed areas to the park system. He maintained an office in Denver, working from there in the off-season each winter on the inspection of proposed parks and monuments, boundary extensions, and other concerns. Several of the areas which benefited from Toll's work include Death Valley, Joshua Tree, Big Bend, and the Everglades. Horace Albright credited Toll with having *"explored, photographed and described in reports most of the canyons of the Colorado from the headwaters in the Rockies to the California line."* In early 1936, Toll served on a commission, along with George Wright, Conrad Wirth, and Frank Pinkley, among others, to investigate the possibility of establishing international parks, forest reserves, and wildlife refuges along the Mexican-American border. On February 25, while on their way to investigate the Ajo Mountains in Arizona, both Toll and George Wright were killed in an automobile accident nearing Deming, New Mexico. Toll left behind a wife and three children.

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National Park Service: The First 75 Years

Biographical Vignettes

Dr. Harold Bryant

1886-1968

by Harold Danz

Harold C. Bryant was born in Pasadena, California, on January 30, 1886. He received an undergraduate degree (BS) from Pomona College, majoring in zoology/ornithology, and a MS and PhD in zoology from the University of California, Berkeley. From 1914 to 1930, he served with the California Fish and Game Commission, was a lecturer and field trip leader for UC Extension, and

was a summer season ranger-naturalist at Yosemite National Park.

As a result of an experiment to test the reaction of vacationers to nature talks and trips at Lake Tahoe resorts, NPS Director Mather urged that a similar program be started at Yosemite. Dr. Bryant and Dr. Loye H. Miller, who had participated in the Tahoe experiment, were housed in tents and furnished with only a table in the chief ranger's office. Field trips, evening campfire talks, and established hours for answering questions from park visitors were introduced and enthusiastically accepted. Dr. Bryant served without cost to the federal government until June 1923, when he was appointed as a seasonal park ranger. In 1925 Dr. Bryant was named as the first director of the Yosemite School of Field Natural History to train naturalists. Emphasis was placed on experience in the field, with lectures and books taking second place.

In 1930, to permit the NPS to implement a stronger interpretive and educational approach to park management, Dr. Harold C. Bryant was given his first permanent position with the National Park Service, assistant director of the Branch of Research and Education, serving under both Albright and Cammerer until 1938.

As consultant to the director, Dr. Bryant assisted in the establishment of Olympic National Park during 1938 and was appointed as acting superintendent of Grand Canyon National Park in 1939. In early 1940, Kings Canyon National Park was established, and Dr. Bryant assisted in the organization of that area. He was appointed as superintendent of Grand Canyon National Park on August 1, 1941, where he served until his retirement on March 31, 1954.

He was a recipient of the Department of the Interior Distinguished Service Award (1954) and received many other honorary awards and recognitions during his career. He passed away in Berkeley, California, on July 14, 1968, at the age of 82. Although Dr. Bryant was assuredly responsible for any number of significant accomplishments with the National Park Service, he was most proud of his role in establishing the interpretive program in the National Park Service.

From *National Park Service: The First 75 Years*

National Park Service: The First 75 Years

Biographical Vignettes

Arno B. Cammerer

1883-1941

by Edwin C. Bearss

Arno Cammerer was born in Arapahoe, Nebraska, in 1893, son of a Lutheran pastor. At Georgetown University Law School, he received a Bachelor of Law degree in 1911.

When Horace Albright was named superintendent of Yellowstone National Park and field assistant to Director Stephen Mather in 1919, Cammerer, whom they both knew and respected, was their choice as assistant director to succeed Albright. In the spring of 1922, Secretary of the Interior Albert B. Fall wanted an "All-Year National Park" in New Mexico. Mather knew this proposal would not be

approved, but he studied it and wrote an adverse report. The feeling that his report might mean disaster for the new National Park Service caused him to suffer a nervous breakdown. Cammerer became acting director through a busy tourist season and conducted the Yosemite Superintendents' Conference, which was a particularly important meeting of NPS officials, concessioners, and environmentalists.

In the early 1920s, there were demands that eastern national parks be established. Following considerable study, Congress authorized the establishment of Shenandoah National Park, Great Smoky Mountains National Park, and Mammoth Cave National Park. The Great Smoky Mountains project proved expensive. Cammerer secured a promise from John D. Rockefeller, Jr., to match $5 million in the acquisition of Shenandoah National Park lands.

On January 12, 1929, when Horace Albright became the Service's second director, Cammerer, a loyal and devoted colleague and retained as associate director. On August 10, 1933, the date of transfer of the national capitol parks, historic sites, memorials, and monuments from the War and Agriculture departments. Albright resigned and Cammerer was named the Service's third director. With responsibility for a greatly expanded Service, Cammerer was confronted with a far heavier workload than his predecessors. He maintained good relations with Congress and was rewarded with the enactment of several important laws, especially the Historic Sites Act and a law authorizing a National Park Foundation. Cammerer's leadership, although scarred by a failure to establish rapport with the acerbic Secretary of the Interior Harold L. Ickes, was a success.

Many years of conscientious work proved detrimental to Cammerer's health and in 1939 he suffered a heart attack. He resigned in 1940, and Newton B. Drury, executive secretary of the Save-the-Redwoods League, replaced him as the fourth director. Another heart attack took his life on April 30, 1941. During his directorship, the areas under the Service tripled in number and facilities for public use increased notably. Visitation jumped from approximately 2 million to 16 million persons a year. Cammerer's contributions to the National Park Service were legion.

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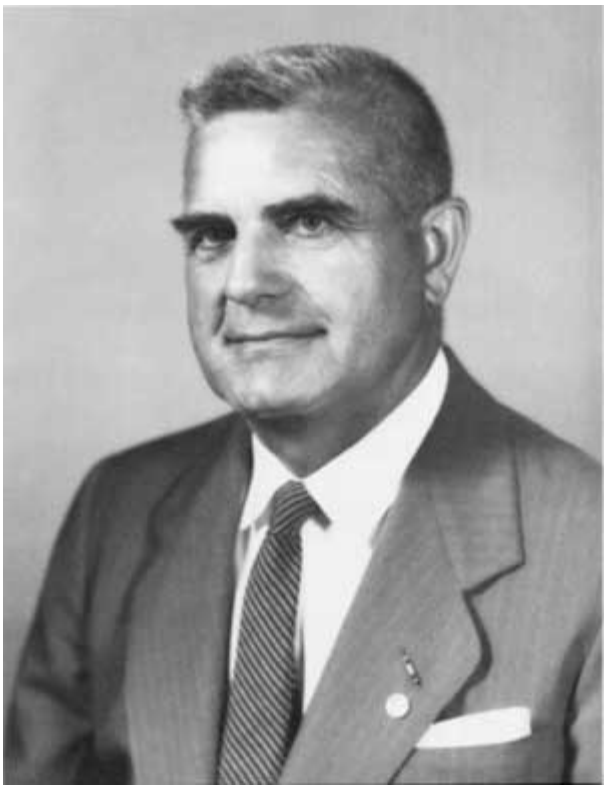
National Park Service: The First 75 Years

Biographical Vignettes

Roy E. Appleman

1904-1992

by George Davidson



(Courtesy of Eastern National Park & Monument Association)

Roy E. Appleman retired as chief, Branch of Park History Studies, Washington Office, on July 26, 1970. Receiving the A.B. degree (magna cum laude) from The Ohio State University in 1928, he also attended Yale Law School and was awarded an A.M. degree from Columbia University in 1935. He was first employed as a sites survey historian by the Service in 1936, and in July 1937, entered on duty as regional historian, Region I, Richmond, Virginia. Appleman's NPS career was interrupted by service in both World War II and the Korean Conflict, serving as combat

historian and captain with the Tenth Army on Okinawa and as lieutenant colonel with the X Corps in Korea. In 1947 he married professional librarian Irene White; they have three children.

Author (or co-author) of several military history studies, including *South to Naktong, North to the Yalu* and *Okinawa: The Last Battle,* Appleman also co-authored a book on the U.S. flag. He prepared numerous studies for the historic Sites Survey, one of which resulted in the publication of *Lewis and Clark.* He made a major contribution to the NPS by his energetic service on Director Conrad Wirth's Mission 66 Committee. The committee charted a comprehensive program for major improvements in park operations and facilities nationwide. Earlier, while serving as historian in the then Region I Office, Appleman played a key role in creation of the Eastern National Park & Monument Association, a cooperating association of the National Park Service. He served as ENP & MA's first executive secretary until 1951, drafting the articles of incorporation and establishing the first six sales outlets. Since then, ENP & MA has donated in excess of $10 million to assist NPS programs.

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Biographical Vignettes

Olaus J. Murie

1889-1963

by Greg Kendrick

(Courtesy of Jackson Hole Museum / Teton County Historical Center)

Olaus Murie was born March 1, 1889, in the frontier community of Moorhead, Minnesota. The son of Norwegian immigrants, Murie's later interest in natural history can be traced to his childhood along the Red River and its surrounding unbroken prairie. Murie attended Pacific University in Oregon, where he completed studies in zoology and wildlife biology. After graduation in 1912. Murie became an Oregon State conservation officer. Between 1914 to 1917, Murie participated in scientific explorations of Hudson Bay and Labrador, financed by the

Carnegie Museum of Pittsburgh. The Hudson Bay expeditions prepared Murie for his job as a wildlife biologist with the U.S. Bureau of Biological Survey. Between 1920 to 1926, Murie conducted an exhaustive study of Alaskan caribou, mapping migratory routes and estimating numbers. During this period, Murie met and married Margaret (Mardy) Thomas, who would later become a prominent spokesperson for the parks and wilderness.

In 1927 the Survey assigned Murie to comprehensively investigate the Jackson Hole elk herd resulting in the classic publication *The Elk of North America.* In 1937 Murie accepted a council seat on the recently created Wilderness Society. Combining the logic of a scientist with the passion of an artist, Murie proved persuasive in helping to enlarge existing national park boundaries and to create additional new units. Murie's testimony on the unnatural boundaries of Olympic National Monument helped to convince President Franklin D. Roosevelt to add the great rain forests of the Bogachiel and Hoh River valleys. Murie's vocal concern for a more ecological or natural boundary for the elk of the Grand Teton area helped to create Jackson Hole National Monument in 1943 and to achieve national park status a few years later.

In 1945 Murie resigned his position with the Biological Survey and became director of the Wilderness Society. With the appointment, Murie became an important advocate of the National Park Service. An effective speaker and skilled author, Murie lobbied successfully against the construction of large federal dams within Glacier National Park and Dinosaur National Monument. With the Echo Park victory behind him, Murie spearheaded the crusade to establish an unprecedented 9 million-acre Arctic National Wildlife Refuge in Alaska. The idea of preserving an entire ecological system became the intellectual and scientific foundation for the creation of a new generation of large natural parks, especially those established by the Alaska National Interests Lands Conservation Act. By the time of his death on October 21, 1963, Olaus Murie had earned a prominent position in the ranks of American preservationists.

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Biographical Vignettes

Frank Kowski

1910-1975

by David O. Karraker

At his retirement party Frank exclaimed, *"Isn't it wonderful that a kid from the wrong side of the tracks could fall in with a great bunch of people like this."* Three hundred friends were there. Wrong side of the tracks or not, clearly Frank was just what the National Park Service needed. He had energy, imagination, complete honesty, humor, a love for the parks, and a compassion for visitors all rolled into one.

In 1937 he left the Forest Service for the NPS "so he could be in the field all the time," according to his wife, Lois. He spent his first summer at Thorofare Ranger Station isolated

in the vast backcountry of Yellowstone National Park. He met Lois Thoreson at Lake in 1937, and they were married three years later. Lois had been a school teacher and a summer employee in the park. Frank championed better training for the ranger force and other employees. In 1951 this initiative took him to Washington, D.C., to become the first training officer of the National Park Service. He was "Mr. Training" for young field people who descended on enormous Washington to attend the Departmental Management Training Program. His kind attention folded them into the seemingly cold city and the awesome halls of the Interior Building.

Frank received training at the FBI Academy. He began to formulate the idea of a National Park Service academy for park rangers. In Washington, he worked untiringly toward this goal. His enthusiasm and planning gained firm support for the Horace M. Albright Training Center which began in 1957 in Yosemite. Following a trial period, the center was moved to Grand Canyon, where it remains a force shaping the careers of Service employees. For outstanding work in employee development, Frank received the Distinguished Service Award. Many viewed "Kowski Kollege" days (he hated the name) as the high point of Frank's career. He was demanding, fun, and innovative, but he exercised great care and affection for the students and staff at Albright.

He became superintendent of Sequoia and Kings Canyon in 1966. Only one year later, he moved to Southwest Region as regional director. He was a key figure in consolidating into one NPS region the parks in the Navajo lands, thus greatly diminishing confusion and increasing cooperation with the Navajo Nation. He appointed American Indians to superintendencies and provided training and employment opportunities for hundreds of Indian young people.

Secretary of the Interior Rogers Morton best described Frank with these words: *"someone who never lost sight of the goal of service to the people"* and with *"a quality somewhat rare in many circles. . . . a willingness to speak the truth when all about you others are ducking for cover."* That was Frank.

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Biographical Vignettes

Conrad L. Wirth

1899-present

by Douglas Caldwell

Conrad "Connie" Wirth was born in Hartford, Connecticut, in 1899, to Theodore and Leonie Mense Wirth. The senior Wirth, horticulturist, park planner, and administrator, and best remembered for his directorship of the greatly admired Minneapolis park system, imbued the second of his three sons with a lifelong passion for parks for the people. Conrad earned a Bachelor of Science degree in landscape gardening from Massachusetts Agricultural College (now the University of Massachusetts). In 1926 he married Helen Olson, his tireless helpmate and supporter of the National Park Service until her death in 1990.

After a few years in the private practice of landscape

planning. Wirth embarked upon his federal career in 1928 as a member of the National Capital Park and Planning Commission. In 1931, Horace Albright brought him into the National Park Service as an assistant director for Land Planning. He continued in this capacity under Arno Cammerer and Newton B. Drury, and was named in 1951 as an associate director by Arthur E. Demaray.

During the Roosevelt administration, Wirth distinguished himself with his brilliant implementation of Civilian Conservation Corps programs in support of federal, state, and local parks. He conceived Mission 66 and masterminded White House and congressional support for this herculean effort to, in his own words, . . . *overcome the inroads of neglect and to restore to the American people a National Park System adequate for their needs."* The program and Wirth were criticized by many in the conservation movement as self-serving development. But Park Service employees were heartened by the ten-year $1 billion program that ended during the Service's 50th anniversary year in 1966. It produced not only such tangible items as 2,000 new employee residences, 150 new museums and visitor centers, and the training centers at Harpers Ferry and the Grand Canyon, but also fostered a spiritual rejuvenation within the "National Park Service family." It was a time when things were held together with something more serviceable than paper clips and baling wire.

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Biographical Vignettes

Lemuel L. Garrison

1903-1984

by John W Hanna and Gary W Mullins

Lemuel "Lon" Garrison began his 40-year career with the National Park Service as a seasonal ranger at Sequoia in 1932. Later ranger assignments took Lon and his wife, Inger (an integral part of the Garrison team and the NPS "family"), to Yosemite and Glacier. His superintendencies included Hopewell Village, Big Bend, and Yellowstone. Lon served as regional director of both Midwest and Pacific Northwest regions, and was director of the Albright

Training Center in Grand Canyon. He completed his rich career as a visiting professor, Department of Recreation and Park Administration, Texas A&M University. Just before his death, Lon chronicled his wealth of experiences in the autobiographical *The Making of a Ranger: 40 Years with the National Parks.*

Garrison was a much-loved National Park Service leader, author teacher, visionary, and storyteller, but he preferred the title "park ranger." He would often begin his talks to ranger trainees with *"From an old park ranger to new park rangers..."* and go on to relate experiences ranging from bear encounters to the direction of significant NPS initiatives Lon often lectured of the importance of the *"plans-on-the-shelf"* that accumulated following the outbreak of World War II. His direction of the Mission 66 Steering Committee implemented many of those ideas, renewed NPS capability to preserve the resources *"as Mather and Albright envisioned,"* and met new demands of travel and tourism. Quick to credit "Connie" Wirth as the man with the vision, Garrison was clearly a visionary in his own right.

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Biographical Vignettes

Thomas Vint

1894-1967

by Mary Shivers Culpin

For nearly 40 years, Thomas Vint played a major role in the physical development of the national parks and monuments. His influence began during the infancy of a defined park architecture program through the beginning of the Mission 66 period. The 1920 University of California graduate studied for a time at the Ecole de Architecture, University of Lyon, France. His National Park Service career began in 1923 as a draftsman working under the well-known rustic architects Gilbert Stanley Underwood and Herbert Maier in

Yosemite National Park. In 1927 he assumed the chief landscape architect's position and remained in command of landscape architecture and architecture for the National Park Service until his retirement in the 1960s.

Vint began his National Park Service career at a very challenging time. The late 1920s and early 1930s were times of extensive construction of roads, housing, visitor lodging, and campgrounds. Assembling a staff of fine, creative landscape architects and architects, Vint instilled the philosophy of harmonizing the buildings or structures with the environment. Vint co-authored an agreement with the Bureau of Public Roads in which the bureau supplied the technical documents and the construction of major road projects, and the National Park Service provided the landscaping design and details. He also developed the idea of Master Plans for parks, which provided comprehensive planning for all important phases of planning, design, and construction. Vint took a major role in the organization of the Historic American Building Survey sponsored by the National Park Service, the Library of Congress, and the American Institute of Architects to preserve a record of buildings important in American history. Toward the end of his career, he demonstrated far-sighted leadership as chairman of the Steering Committee in developing Mission 66. At many parks or monuments today, Thomas Vint's influence can still be seen in the fine rustic buildings or bridges or, more subtly, in the manner in which the developed areas blend with the environment.

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National Park Service: The First 75 Years

Biographical Vignettes

A. Starker Leopold

1913-1983

by Mary Meagher

A. Starker Leopold began his long advisory association with the National Park Service in 1962 with his appointment to the Special Advisory Board on Wildlife Management by Secretary of the Interior Stewart Udall. His involvement with the national parks terminated only with his death on August 23, 1983.

Starker was the oldest son of Aldo and Estella Bergere Leopold. His brothers and sisters — Luna, Carl, Estella, and

Nina — all made their own professional and personal contributions to the environment and to conservation. Starker wrote more than 100 scientific papers and five books, with a sixth book in progress at the time of his death. He received many honors for his professional contributions and was elected to the National Academy of Sciences in 1970. But he is probably best known for the Leopold Report, written by himself as chairman, together with his colleagues, on several advisory committees to the secretary of the interior. The first of these reports, *Wildlife Problems in National Parks* (1963), proved to be a landmark for the National Park Service. The public controversy over the shooting reduction of elk in Yellowstone generated the appointment of this first advisory committee. Typically, Starker did not confine his charge to the narrow topic of the elk reductions. He and his fellow committee members broadened their scope to address the broader topic and the more fundamental issue of the goals and mandates of national parks in managing wildlife as distinguished from other land and wildlife management agencies.

The phrase *"vignettes of primitive America"* is often quoted from the 19B3 Leopold Report. Leopold once laughed that had he known how institutionalized this phrase would become, and to some extent, the entire report, he would have chosen his words more carefully. He was too fine an ecologist to have meant a scene currently fixed in time, exactly, and yet his words did reflect the then state of knowledge regarding wildlife, management of ecosystems, and the role of human presence.

Starker's formal role as an advisor continued as he chaired a 1969 meeting of the Natural Sciences Advisory Committee to discuss differences regarding grizzly bear management at Yellowstone. He later served on the Advisory Board on National Parks (1977-1978).

His informal role was less known but equally valued. Assistant Secretary for Fish and Wildlife and Parks Nathaniel P. Reed convened annual fall gatherings in Yellowstone to fish. Catch-and-release was the usual sport, but Starker would often bring fresh fish to precede the huckleberry pie at dinner. There, the biology conversations continued among those with national park interests who had come for dinner.

Starker's influence was often subtle and yet vast. His voice is missed.

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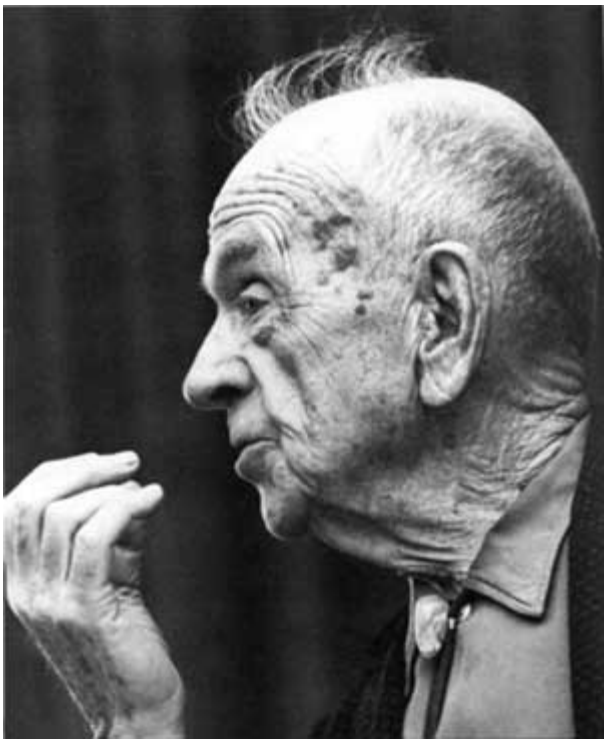
National Park Service: The First 75 Years

Biographical Vignettes

Freeman Tilden

1883-1980

by George Robinson



Born in Malden, Massachusetts, Freeman Tilden first began writing as a book reviewer for his father's newspaper. Later, he worked as a reporter for newspapers in Boston, New York, and Charleston. As a novelist and playwright, he traveled around the world. In the early 1940s, Freeman "tired" of writing fiction, and with the encouragement of Director Newton B. Drury, began to write about the national parks. *The National Parks: What They Mean to You and Me* was published in 1951. Publisher Alfred Knopf called it *". . . the best book ever written"* on the parks. Other works included, *The State Parks, Following the Frontier,* and *The Fifth Essence.*

At the age of 96, Freeman died on May 13, 1980.

All of us have heroes — people who, through their words or actions, have enriched our lives; people whom we strive to emulate. To countless National Park Service interpreters, Freeman was such a person. To many, he was a fatherlike friend and confidant; to all, he was advisor and mentor. With the publication, in 1957, of *Interpreting Our Heritage*, he gave form and substance to the profession of interpretation. In that slim volume, he articulated six timeless principles that have guided and sustained the practitioners of the art for more than three decades. In publishing jargon, Freeman's "numbers" are good. They reveal the extent of his influence — third edition, twelfth printing, 62,500 copies in print!

In one of Tilden's works, speaking about the national parks, he said:

"The early Greek philosophers looked at the world about them and decided that there were four elements: fire, air, water, and earth. But as they grew a little wiser, they perceived that there must be something else. These tangible elements did not comprise a principle; they merely revealed that somewhere else, if they could not find it, there was a soul of things — a Fifth Essence, pure, eternal, and inclusive."

With the dedication and love of a "happy amateur," Freeman has enabled generations of interpreters to add the dimensions of provocation, meaning, and relevance to the experience of millions of park visitors. Through the art that he defined, he has helped them to discover the "Fifth Essence." Freeman Tilden is the "soul" of interpretation.

From *National Park Service: The First 75 Years*

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Biographical Vignettes

William C. Everhart

1921-present

by Marc Sagan and Bruce Hopkins

With degrees in English and history, Bill Everhart was aimed at a teaching career, but a job offer at Gettysburg brought him into the National Park Service in 1950. He was park historian at Vicksburg and Independence, member of the Seashore Study Task Force, and worked with the Historic Sites Survey in San Francisco. A turning point in his career came when George Hartzog, Jr., then superintendent of Jefferson National Expansion Memorial, hired him as park historian to supervise the planning of the Museum of Westward Expansion, one of the largest interpretive projects undertaken by the Service. In 1962 Bill was assigned to the Long Range Requirements Task Force,

and when Hartzog became director, Bill took on the job of organizing a new Division of Interpretation in Washington, D.C.

For the first time, exhibits, audiovisual programs, publications, and planning joined interpretive services in a single division. Bill inherited and assembled an assortment of talented free spirits: designers, editors, filmmakers, craftspeople, and others. They came from their professions, not from traditional NPS jobs, so they were different and suspect, and so were their ideas and products. At St. Louis, Bill had worked with professional filmmakers and designers, and he never forgot the experience. Rather than assuming that the Service was the leading authority in interpretive development, Bill used experts and encouraged his staff to look beyond in-house productions. It was touch-and-go for a year or two as new films, exhibits, and publications sent shock waves of surprise and some outrage through the Service's conservative ranks. Hartzog's support and a shower of awards from professional organizations gradually warmed the climate.

In another unorthodox move, Bill then campaigned to bring the various interpretive media functions together at a new center in Harpers Ferry. The center opened in 1970, and Bill served as the first manager after his tenure as assistant director for interpretation. In 1990 a plaque was unveiled at the center honoring Everhart for his vision and leadership in establishing what has become known around the world for its creative interpretive materials. The center and its products are the direct result of Bill's breadth of view. Quality and professionalism were his major contributions to interpretation.

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Biographical Vignettes

George B. Hartzog, Jr.

1920-present

by Robert Cahn

George B. Hartzog, seventh director of the National Park Service, was born in Colleton County, South Carolina, March 17, 1920. The eldest of three children, he was brought up in poverty. At the age of 17, he became the youngest Methodist preacher appointed by the church at that time. After one semester of college, he left school to help support his family, but read law and was admitted to the bar in South Carolina in 1942. He rose to the rank of captain during World War I. He became an attorney for the General Land Office (now the Bureau of Land Management) in the Department of the Interior in 1945, and six months later transferred to the National Park Service as an attorney.

While in Washington, Hartzog took night courses at American University, receiving a Bachelor of Science degree in 1953. Named superintendent of Jefferson National Expansion Memorial in 1959, he left the NPS in 1962 to become executive director of Downtown St. Louis, Inc. In 1963 Hartzog returned to the Park Service as associate director and became director in 1964, serving for nine years. (He was forced out of office after the Service revoked a special use permit allowing President Richard M. Nixon's friend, Bebe Rebozo, to dock his houseboat at Biscayne National Monument, Florida). Hartzog is now in the private practice of law. He and his wife, Helen, have three children, George, Nancy, and Edward. Hartzog was awarded the Department of Interior's Distinguished Service Award in 1962. He was profiled by John McPhee in *The New Yorker* magazine in 1971 and wrote an autobiography, *Battling for The National Parks,* in 1988.

George Hartzog accomplished much toward three major goals as director: to expand the system to save important areas before they were lost, to make the system relevant to an urban society, and to open positions to people who had not previously had much access to them, especially minorities and women. During his directorship, the Park Service added 69 areas. In 1968 he appointed Grant Wright to head the U.S. Park Police, the first black man to head a major police force in the United States, and selected several women to be park superintendents, including Lorraine Mintzmyer at Herbert Hoover NHS. The first major urban recreation areas, Gateway (New York) and Golden Gate (San Francisco) national recreation areas, were acquired in 1972. The "Summer in the Parks" urban program was started at Richmond National Battlefield Park and in Washington, D.C., and living history interpretation was advanced. Hartzog operated in the style of first NPS Director Stephen Mather in gaining the cooperation of members of Congress. He was instrumental in getting congressional approval for the 1971 Alaska Native Claims Settlement Act, allowing 80 million acres of Alaska wildlands to be withdrawn for new national parks, wildlife refuges, and wilderness. Former Interior Secretary Stewart L. Udall said, *"[Hartzog] ... was a consummate negotiator, he enjoyed entering political thickets; he had the self-confidence and savvy to be his own lobbyist and to win most of his arguments with members of Congress, Governors and Presidents."*

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Congressman Phillip Burton

1926-1983

by Gerry Tays

Phillip Burton was born in 1936, in Cincinnati, Ohio. He was elected the youngest member of the California State Assembly, 1956. Descriptions of Phil Burton reveal that he was a "good-doer" who had no patience for "do-gooders" who settled for glorious defeats. He loved to win, knew how

to win, and expected to win. Phil was a liberal in the truest sense of the word. He fought for workers' rights, the underprivileged, farmers and coal miners, the aged, and the "little guy." He knew how to forge coalitions of idealists and pragmatists, conservatives and liberals, amateurs and professionals. He was the consummate vote counter who always knew exactly where he stood and what it took to win.

Phil was the old-fashioned boss prowling the aisle, buttonholing colleagues in the cloakroom, hustling votes for his next worthy cause. He rarely took time to savor victories. As the chairman of the House Subcommittee on National Parks in both the 95th and 96th Congresses, he spent little time enjoying the parks for which he cared so much, with the notable exception of Golden Gate NRA in San Francisco. On a visit to Yellowstone, Superintendent John Townsley arranged a meeting at Old Faithful Inn with seating that afforded a magnificent view of the Geyser Basin and Old Faithful. When John invited Phil to select a chair, Phil took one that faced away from the window. Townsley was crestfallen. Phil had more important matters on his mind than enjoying nature's handiwork.

Phillip Burton, at the age of 37, was first elected to the House of Representatives in 1964. As chairman of the Subcommittee on National Parks, Phil Burton set an unprecedented record for establishing and protecting parks, wilderness areas, trails, and wild and scenic rivers. His now famous National Parks and Recreation Act of 1978 has been called the most sweeping piece of environmental legislation ever to pass the Congress. The national trails system was tripled with the addition of five new trails, including a new category of historic trails; the national wild and scenic rivers system was nearly doubled with eight new river designations and the addition of 17 new study rivers; wilderness acreage in the national park system more than doubled with the addition of nearly 2 million acres of wilderness. The measure also added 14 new units to the system; established a $725 million program to renovate urban recreational facilities; and authorized the purchase of concession interests of the Yellowstone Park Company, the largest single buyout of its kind.

Phil died of heart failure in San Francisco on April 10, 1983. His ashes were interred in the National Cemetery of the Presidio of San Francisco, soon to become a part of Golden Gate NRA as Phil had directed. The park was dedicated in his honor by Congress on May 10, 1983.

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Biographical Vignettes

Josh Barkin

1918-1982

by Ron Thoman

(Courtesy of Ron Thoman)

A lesser-known but profound influence on National Park Service interpreters and interpretation was Joshua Aaron Barkin — to whom Freeman Tilden wrote in a 1971 letter: *"Josh . . . you are MY interpreter, remember. I almost feel that I discovered you."*

Josh was an interpretive naturalist with East Bay Regional Park District (EBRPD) in Oakland, California, for more than 20 years. He practiced the best interpretation, both whimsical and profound. He was equally adept at interpreting for children, engineers, clergy, and fellow

interpreters. He was equally at home giving "'gutter walks" in the city and alpine meadow walks in Yosemite. He thrived on creative use of gadgets, puns and riddles, puppets, music, poetry, world religions, history, and philosophy in his programs. Not only was he unafraid of integrating ethical and moral issues in his programs, he often insisted upon it. After being "discovered" by the NPS, he became trainer and inspiration to Service interpreters at numerous parks, including Yosemite, Yellowstone. Grand Teton, and Point Reyes. In the late 1970s, he became a central figure in skills training at the Mather and Albright training centers. At the point of his death in 1982, Josh had influenced hundreds of National Park Service interpreters and thus the character of NPS interpretation. He was just beginning to write books and make films on interpretation, although, sadly, none were completed.

Born in New York in 1918, Josh was a self-taught naturalist who first learned his love of interpretation from a Staten Island neighbor, whose own enthusiasm for nature was infectious. In his youth, Josh discovered a love of and talent for classical music and became a talented concert cellist. After moving to the San Francisco Bay Area in 1938, Josh graduated from the University of California at Berkeley. He became an executive with a lamp manufacturing company. As Josh grew less enchanted with the business world, he pursued his musical and naturalist interests more seriously. While on a musical retreat to Yosemite with Pablo Casals, he doubled as the group's naturalist. One evening Casals told Josh that while he was only an adequate cellist, he was a superb naturalist. And with that, Josh decided to change careers and apply for a job with EBRPD in 1960.

"I decided to walk to the office to apply. So I put on my knapsack and started up the hill. And as I walked a small child joined me. As we walked he asked me, 'What's in the bag mister?' And l answered him, 'Something to read, and some thing to eat, and something to wear.' The child paused a minute and asked, Are you going to seek your fortune?' Well, I immediately fell in love with that child."

He got the job, and Josh was off to seek his fortune, often quoting St. Francis, *"Teaching is a mercy."* In the process, he helped us find ours.

From *National Park Service: The First 75 Years*

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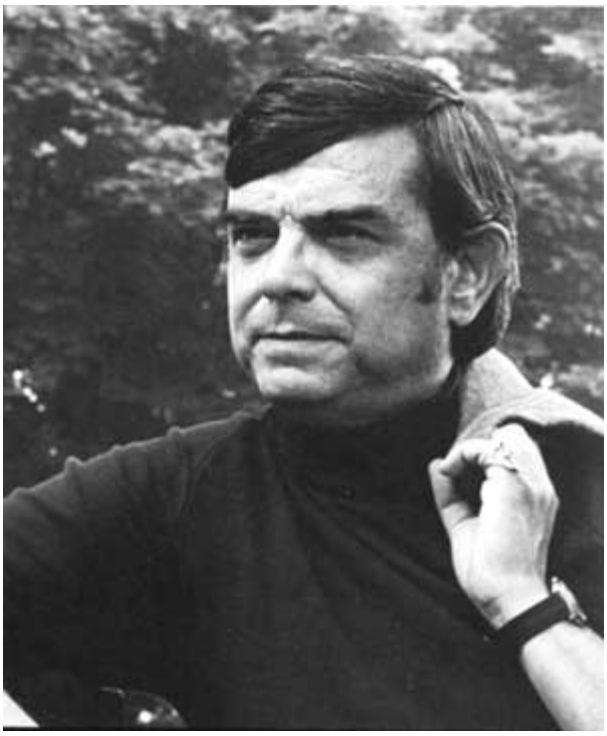
National Park Service: The First 75 Years

Biographical Vignettes

James V. Murfin

1929-1987

by Paula Degan



(Courtesy of Nancy Murfin)

Born in Hagerstown, Maryland, September 25. 1929. James Vernon Murfin grew rip near great historical parks. He was trained as a commercial artist and worked in publications at Fairchild Aircraft and in the air force. He worked for Historical Times, Inc., in Gettysburg. Pennsylvania. Kiplinger Washington Editors, and the U.S. Capitol Historical Society, while spending his personal time researching and writing. His first book, *The Gleam of Bayonets,* was about Antietam battlefield near his hometown. It won the Fletcher Pratt Award of the New York Civil War Roundtable for the best nonfiction Civil

War book of 1965. In 1967 he joined the National Park Service in the Publications Division at Harpers Ferry. He wrote and published until his death in March 1987, leaving a legacy of more than a dozen books, numerous articles, and other publications.

But it is for the period 1974 to 1985 as service-wide cooperating association coordinator that we most remember Jim Murfin. He recognized the untapped potential of association publishing and, in 1974, initiated a double-barreled approach to improving park literature: Jim initiated training programs which encompassed all phases of publishing; and he established an awards competition as part of a Biennial Conference of Cooperating Associations. For both efforts. he enlisted some of the nation's leading writers, editors, designers. photographers, and publishers.

Jim also secured expert booksellers to help improve bookstore design and merchandising. Major publishers began to notice associations; cooperation meant better discounts joint publishing opportunities, and, wider distribution channels. Concerned that parks were ignoring young readers, Jim initiated a program to encourage associations to develop and offer children's books. Jim's success can be measured in tangible ways: in 1974 there were 60 entries in the first publications competition; cooperating association gross sales totaled $6 million of which about $550,000 went to support park interpretation. By the time Jim retired for health reasons in 1985, there were 170 entries in the competition: gross sales exceeded $20 million and donations to park interpretation topped $5 million. Today, cooperating associations are committed to providing professional quality publications. The public is enriched by the quality, and quantity of park literature. In addition to the legacy left in his own historical writings, Jim Murfin left us the inspiration and methodology to make association publications worthy of the parks they represent.

From *National Park Service: The First 75 Years*

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http://www.cr.nps.gov/history/online_books/sontag/murfin.htm

Elizabeth Titus

1933-present

by John Reynolds

(Courtesy of Mary Bell, Student Conservation Association)

Elizabeth C. Titus — but never call her that! It is always Liz. Maybe it is because Elizabeth takes too long to say, and does not fit this fireball lady with sparkling eyes, laughter, joy in her voice, and enough persistence to found a movement that brings young people and the natural world together year after year.

Born April 3, 1933, Liz was raised on Long Island . . . and a

100-square-mile "camp" in the wilderness of central Canada every summer. She recalls. *"We would be dropped off the train at a whistle stop and met by Indian guides. After three days of hiking, canoeing and portaging we'd arrive at Dad's log cabin."*

She grew up living by three basic precepts:

> Land is a trust ...we are all one with the earth.
> Take care of everything.
> If you feel something meeds to be done, do it.

Her background and ideas jelled and grew at Vassar College, where she began a course in Conservation of Natural Resources so she *"could be outdoors."* She wanted more than Vassar could offer. With the help of an enthusiastic department head, Vassar created an interdisciplinary major for her . . . and then allowed her to let her do her thesis on her idea for a student conservation corps. Liz met Stephen Mather's daughter, enlisted her as a supporter, and was soon explaining her idea to former National Park Service Director Horace Albright. Fresh out of college, as idealistic then as she is now, she convinced Horace in a flash. They picked Yellowstone, Grand Teton, Olympic, and Mt. Rainier as the places to start.

The first Student Conservation Association programs began in 1957 in Olympic and Grand Teton. They totaled 54 high school, college, and graduate students. Three years later, the movement spread to Zion and Cedar Breaks. Now, more than 30 years later, it is more vibrant than ever. More than 1,600 participants a year work in the outdoors in more than 250 areas. It has grown to include the Bureau of Land Management, the Fish and Wildlife Service, the U.S. Forest Service as well as state agencies and the USSR. George Hartzog modified the idea to start the Volunteers-in-Parks program. Senator Henry M. Jackson modified it to start the Youth Conservation Corps and the Young Adult Conservation Corps programs. Any of us who have managed a park know the value of what this dynamo of spirit, love, and laughter has done for the people and natural environment of her country.

Liz loves the National Park Service, and it loves her. She was made an honorary park ranger in 1989 — we hope she doesn't mind that it was only 30 years late!

From *National Park Service: The First 75 Years*

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National Park Service: The First 75 Years

Biographical Vignettes

Lorraine Mintzmyer

1935-present

by Linda Olson

A native Iowan, Lorraine Mintzmyer studied business administration at Iowa State Teachers College and the University of Nebraska. She joined the National Park Service in 1959 as secretary in the Midwest Regional Office in Omaha. After holding several positions, she became the chief of Programming and Budget in Omaha and in 1973 became the superintendent of Herbert Hoover National

Historic Site In 1975 Lorraine entered the Departmental Manager Development Program and was assigned the superintendency of Buffalo National River. In 1978 she became the deputy regional director of the Southwest Region in Santa Fe, New Mexico, and in 1979 the regional director of the Southwest Region. In 1980 Lorraine was selected for the regional directorship of the Rocky Mountain Region in Denver, Colorado, with management responsibility for 41 national park system areas located in Colorado, Utah, Wyoming, Montana, North and South Dakota, and Arizona.

Lorraine Mintzmyer is one of many women and minorities who have made significant contributions to the National Park Service. Her "firsts" are legendary: first female programming officer for a region, first female superintendent of a major National Park Service area, first female deputy regional director, first female regional director. And by no means have these been token placements. Lorraine's dedication and hard work have been rewarded with both of the Department of the Interior's highest honor awards: the Meritorious Service Award in 1981 and the Distinguished Service Award in 1988. Lorraine Mintzmyer is an inspiration to all employees of the National Park Service, and her achievements represent a special challenge and goal for women and minorities.

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Recommendations for Further Reading

"There is properly no history, only biography"

Ralph Waldo Emmerson

The National Park Service, because of its colorful history and important milestones in world resource preservation efforts, has been a popular topic of writers, artists, photographers, and publishers. Each has a different slant on "how it happened," "why it tumbled in this direction," and "who is responsible." Reading one, or even two, of the books cited below will not yield personal expertise in NPS history. However, each one added to your list of those completed will help immeasurably to understand the growth of the Service and the national park system.

Albright, Horace M. (as told to Robert Cahn). *The Birth of the National Park Service.* Salt Lake City: Howe Brothers, 1985.

Everhart, William C. *The National Park Service.* New York: Praeger, 1972.

Garrison, Lemuel A. *The Making of a Ranger.* Salt Lake City: Howe Brothers, 1983.

Hartzog, George B., Jr. *Battling for the National Parks.* Mt. Kisco, New York: Moyer Bell Limited, 1988.

Ise, John. *Our National Park Policy: A Critical History.* Baltimore: Johns Hopkins Press, 1961.

Runte, Alfred. *National Parks: The American Experience.* Lincoln, Nebraska: University of Nebraska Press, 1987.

Shankland, Robert. *Steve Mather of the National Parks.* New York: Knopf,1970.

Swain, Donald. *Wilderness Defender: Horace M. Albright and Conservation.* Chicago: University of Chicago Press, 1970.

Udall, Stewart L. *The Quiet Crisis.* New York: Holt, Rinehart & Winston, 1963.

Wirth, Conrad L. *Parks, Politics, and the People.* Norman, Oklahoma: University of Oklahoma Press, 1980.

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Stephen Tyng Mather and his staff in Washington, D.C., 1927 or 1928. From left to right, Arno B. Cammerer, Arthur E. Demaray, Stephen T. Mather, George A. Moskey and Horace M. Albright.

Directors of the National Park Service

Stephen T. Mather, May 16, 1917 - January 8, 1929

A wealthy, gregarious businessman, Stephen T. Mather came to Washington from Chicago in January 1915 as special assistant to Secretary of the Interior Franklin K. Lane for national park concerns. His vigorous efforts to build public and political support for the parks helped persuade Congress to create the National Park Service in 1916. Appointed the first NPS director in May 1917, he continued to promote park access, development, and use and contributed generously to the parks from his personal fortune. During his tenure the service's domain expanded eastward with the addition of Shenandoah, Great Smoky Mountains, and Mammoth Cave national parks. Periodically disabled by manic-depression, Mather left office in January 1929 after suffering a stroke and died a year later.

Suggested reading: Robert Shankland, Steve Mather of the National Parks (3rd ed.; New York: Alfred A. Knopf, 1976).

Horace M. Albright, January 12, 1929 - August 9, 1933

Horace M. Albright came to the Interior Department from California in 1913 at the age of 23. After Mather's arrival Albright assisted him in overseeing the department's national parks and

monuments and working for passage of the National Park Service legislation. Appointed NPS assistant director in May 1917, he acted as director for nearly two years while Mather was disabled by depression and launched the bureau's operations. From 1919 to 1929 he superintended Yellowstone National Park but continued to play a leading role in servicewide affairs. As Mather's successor in January 1929, he engineered the further expansion of an essentially western, natural park system to a truly national park system encompassing historic sites and memorials. He left for a private business career in August 1933 after obtaining the Agriculture and War departments' national monuments and military parks and the national capital parks, but he retained close ties to the NPS until his death in 1987.

Suggested readings: Horace M. Albright as told to Robert Cahn, The Birth of the National Park Service: The Founding Years, 1913-33 (Salt Lake City: Howe Brothers, 1985; Creating the National Park Service: The Missing Years (Norman: University of Oklahoma Press, 1999); Donald C. Swain, Wilderness Defender: Horace M. Albright and Conservation (Chicago: University of Chicago Press, 1970).

Arno B. Cammerer, August 10, 1933 - August 9, 1940

Arno B. Cammerer replaced Albright as assistant director in 1919, serving as Mather's right-hand man in Washington and acting for him in his frequent absences over the next decade. He advanced to the new rank of associate director in 1928, then succeeded Albright as director in August 1933. Under his leadership the NPS became involved with recreational area planning and management, supervised the Civilian Conservation Corps in both national and state parks, and began to survey and record historic sites and buildings outside the parks. Strained relations with Secretary of the Interior Harold L. Ickes impaired his effectiveness and health, and he stepped down after a heart attack in 1940 to become the service's eastern regional director. He died in that position the following year.

Newton B. Drury, August 20, 1940 - March 31, 1951

Newton B. Drury declined appointment as director in 1933 but accepted the job in 1940. He was the first director without prior national park responsibilities but came with strong conservationist credentials, having served as executive secretary of the Save-the-Redwoods

League in California. During World War II he successfully resisted most demands for consumptive uses of park resources. Less eager than his predecessors to expand the park system, he opposed NPS involvement with areas he judged not to meet national park standards. Differences with Secretary of the Interior Oscar L. Chapman over Chapman's support for dams in Dinosaur National Monument contributed to Drury's resignation in 1951. He died in 1978.

Arthur E. Demaray, April 1, 1951 - December 8, 1951

Formerly a draftsman with the U.S. Geological Survey, Arthur E. Demaray moved to the NPS when its headquarters was first staffed in 1917. His brief tenure as NPS director in 1951 before his planned retirement was a reward for his long and distinguished service, after 1933 as associate director. In the second spot during the tumultuous New Deal and the difficult wartime years (when he remained in Washington while the headquarters office relocated to Chicago), he proved an extremely effective administrator. Perhaps his greatest accomplishment was to maintain good working relations with Harold Ickes during the irascible secretary's 13-year regime (1933-46). Demaray died in 1958.

Conrad L. Wirth, December 9, 1951 - January 7, 1964

Trained as a landscape architect and previously employed by the National Capital Park and Planning Commission, Conrad L. Wirth joined the NPS as an assistant director in 1931. With the coming of the New Deal he supervised the service's Civilian Conservation Corps program in the state parks. His administrative ability marked him to succeed Demaray, whom he served as associate director before advancing to the top job in December 1951. Wirth's crowning achievement was Mission 66, a 10-year, billion-dollar program to upgrade park facilities and services by the 50th anniversary of the NPS in 1966. After the 1961 change of administrations Wirth fell out of favor with Secretary of the Interior Stewart L. Udall and departed in early 1964. He died in 1993.

Suggested reading: Conrad L. Wirth, Parks, Politics, and the People

(Norman: University of Oklahoma Press, 1980).

George B. Hartzog, Jr., January 9, 1964 - December 31, 1972

George B. Hartzog, Jr., joined the NPS as an attorney in 1946. He moved to field assignments at Great Smoky Mountains and Rocky Mountains national parks, then made his name advancing the Gateway Arch project as superintendent of Jefferson National Expansion Memorial from 1959 to 1962. After briefly leaving the service he returned as associate director in 1963 with the promise of succeeding Conrad Wirth in January 1964. A dynamic, politically astute manager, Hartzog welcomed some 70 new areas to the national park system during his nine-year tenure as director and greatly enlarged the service's role in urban recreation, historic preservation, interpretation, and environmental education. Closely identified with the expansionist policies of the Johnson-Udall administration, Hartzog was less appreciated by its successor and was dismissed in late 1972. George Hartzog died in 2008.

Suggested reading: George B. Hartzog, Jr., Battling for the National Parks (Mt. Kisco, NY: Moyer Bell, 1988).

George B. Hartzog, Jr. Papers, 1916 - 1992
The national parks, 1965 : oral history transcript / and related material, 1965-1973
Oral History Interview with George B. Hartzog, Jr pdf) (2005)

Ronald H. Walker, January 7, 1973 - January 3, 1975

President Richard Nixon appointed Ronald H. Walker, an advance man on his staff, to replace George Hartzog in January 1973. Lacking park experience, Walker made Russell E. Dickenson, an NPS careerist, his deputy. Walker advocated a policy of "stabilization," foreseeing that NPS funding and staffing would be inadequate for a continuing high influx of new parks and program responsibilities. Fourteen areas nevertheless joined the park system during his two years as director, including the first two national preserves. Nixon's resignation in August 1974 presaged Walker's replacement five months later.

Gary Everhardt, January 13, 1975 - May 27, 1977

Gary Everhardt began his NPS career as an engineer in 1957 and rose to the superintendency of Grand Teton National

Park in 1972. Favorable notice there propelled him to the directorship in January 1975. As director he oversaw a great increase in park development and interpretive programming for the bicentennial of the American Revolution. The return of an NPS careerist to the job was much applauded by park employees and supporters, but Everhardt's leadership fell short of expectations, and the new Carter administration returned him to the field as Blue Ridge Parkway's superintendent in May 1977.

William J. Whalen, July 5, 1977 - May 13, 1980

William J. Whalen joined the NPS in 1965 as a Job Corps counselor and advanced to posts in National Capital Parks and Yosemite before becoming superintendent of Golden Gate National Recreation Area in 1972. His experience in the burgeoning urban parks field contributed to his appointment as director in July 1977, yet the most significant event of his tenure was President Jimmy Carter's proclamation of much Alaska wilderness as national monuments in 1978, doubling the acreage under NPS jurisdiction. Friction with park concessioners led to congressional calls for Whalen's removal in 1980, and Secretary of the Interior Cecil D. Andrus returned him to Golden Gate. He left the NPS in 1983. Bill Wahlen died in 2006

Russell E. Dickenson, May 15, 1980 - March 3, 1985

Russell E. Dickenson began his NPS career as a ranger at Grand Canyon National Park in 1946 and served in a wide range of park and central office assignments - most prominently as head of National Capital Parks, deputy director, and Pacific Northwest regional director - before ascending to the directorship in May 1980. Having risen through the traditional ranks and enjoying the respect of his colleagues, Dickenson was enthusiastically welcomed to the job and supported in his effort to restore organizational stability after a succession of short-term directors. As when Walker's deputy, he preferred improving the service's stewardship of its existing parks to seeking new ones. The only Interior Department bureau chief to be retained by the Reagan administration in 1981, Dickenson obtained its support and that of Congress for the Park Restoration and Improvement Program, which devoted more than a billion dollars over five years to park resources and facilities. Dickenson retired in March 1985. Russell

Dickenson died in 2008.

Russell E. Dickinson Papers 1930-1985 (pdf)

William Penn Mott, Jr., May 17, 1985 - April 16, 1989

William Penn Mott, Jr., worked for the NPS as a landscape architect from 1933 to 1940 but devoted most of his later career to California's local and state parks. From 1946 to 1985 he served successively as Oakland's park superintendent, the East Bay Regional Park District's general manager, director of the State Department of Parks and Recreation under Governor Ronald Reagan, and general manager of the East Bay Zoological Society. Following his appointment as NPS director in May 1985, Mott issued a 12-point plan to protect the parks and their resources, better serve the public, and improve the service's management. He took a strong interest in park interpretation and returned the NPS to a more expansionist posture after a near-moratorium on park additions during President Reagan's first term. When the Bush administration replaced him with its own appointee in April 1989, Mott remained on the rolls as special assistant to the western regional director overseeing planning for the Presidio of San Francisco. He died in 1992.

Suggested reading: Mary Ellen Butler, Prophet of the Parks: The Story of William Penn Mott, Jr. (Ashburn, VA: National Recreation and Park Assn., 1999).

William Penn Mott Papers 1985-1989 (pdf)

James M. Ridenour, April 17, 1989 - January 20, 1993

James M. Ridenour served as director of the Indiana Department of Natural Resources for eight years before becoming NPS director in April 1989. Less willing than Mott to accept park system additions driven by local economic development interests, Ridenour spoke out against the "thinning of the blood" of the system and sought to retain the initiative from Congress in charting its expansion. He favored alternatives to full federal acquisition of proposed parklands, stressed the importance of working with other government bodies and private entities to protect lands in and outside the system, and sought to achieve a greater financial return to the NPS from park concessions. He departed with the Bush administration in January 1993.

Suggested reading: James M. Ridenour, The National Parks Compromised: Pork Barrel Politics and America's Treasures (Merrillville, IN: ICS Books, 1994).

Roger G. Kennedy, June 1, 1993 - March 29, 1997

The Clinton administration selected Roger G. Kennedy to head the NPS in 1993. He was especially concerned about expanding the service's educational role and moved to enlarge its presence beyond the parks via the Internet. During his tenure the NPS restructured its field operations and sharply reduced its central office staffs as part of a government-wide effort to downsize the federal bureaucracy. Kennedy resigned at the end of President Clinton's first term in 1997.

Robert Stanton, August 4, 1997 - January, 2001

Beginning as a seasonal ranger at Grand Teton National Park in 1962, Robert Stanton served the NPS as a ranger, superintendent, deputy regional director, assistant director, and regional director of the National Capital Region before retiring in January 1997. That August the Clinton administration restored him to active duty, making him the first NPS careerist since Dickenson to head the bureau. Also its first African American director, Stanton has taken particular interest in increasing the diversity of the service's staff and public programs to better serve minority populations.

Fran P. Mainella, July 18, 2001-October 16, 2006

Fran P. Mainella was nominated by President Bush on June 4, 2001 to the position of Director of the National Park Service. On July 18, 2001 Ms. Mainella became the 16th Director of the National Park Service and the first woman to head the 85-year-old agency. Ms Mainella came to the National Park Service with more than 30 years of experience in the park management and recreation field.

Mary Bomar, October 17, 2006-January 20, 2009

On October 17th, 2006, Mary A. Bomar was confirmed by the U.S. Senate and became the 17th Director of the National Park Service. Ms. Bomar is the first naturalized citizen to be the Director of the National Park Service. Previously, Ms.

Bomar served as the Northeast Regional Director managing 100 parks in thirteen northeastern states. Ms. Bomar served as the Superintendent at Independence National Historical Park, was the first superintendent at the Oklahoma City National Memorial, the first NPS Oklahoma State Coordinator, acting superintendent at Rocky Mountain National Park and assistant superintendent at the San Antonio Missions National Historical Park. Ms. Bomar's National Park Service career began in the financial arena at Amistad National Recreation Area in Texas where she served as the Administrative Officer.

Jon Jarvis, October 2, 2009

Jonathan B. Jarvis. Sworn in as the 18th director Oct. 2, 2009, by Interior Secretary Ken Salazar. He began his National Park Service career as a seasonal interpretive ranger on the National Mall in 1976. Jarvis is a Virginia native and graduate of The College of William and Mary. Served as Pacific West Region Director 2002-09 where he was responsible for 54 national parks in Washington, Oregon, Idaho, California, Nevada, Hawaii and the Pacific Islands of Guam, Saipan and American Samoa and community revitalization programs that serve those states. He previously served as superintendent of Mount Rainier and Wrangell-St. Elias national parks, and Craters of the Moon National Monument. Other career positions: protection ranger, resource management specialist, park biologist, and chief of natural and cultural resources.

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